



Marketing Career Cluster Professional Sales 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:

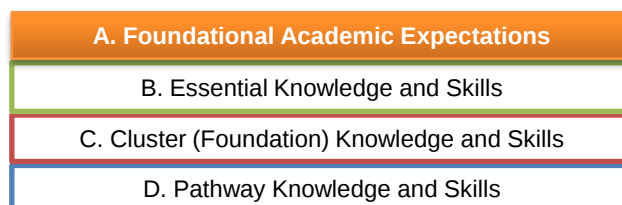


PATHWAY DESCRIPTION

Professional Sales: Employees in professional sales are involved in the transfer of goods and services in the economy, both to businesses and to individual consumers.

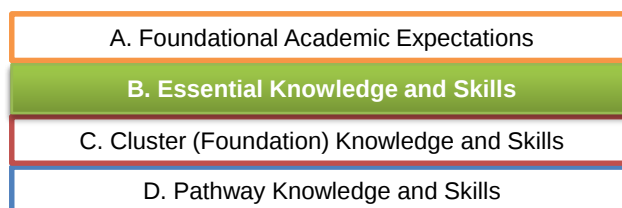
A. FOUNDATIONAL ACADEMIC EXPECTATIONS

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>
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.



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- 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.
- 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.



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| 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>
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| 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. |
| 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. |



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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 information.
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.
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.



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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.
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.



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- 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.

ESS03.04 Communicate goal achievement with managers and co-workers.
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.
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.



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



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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>
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>
ESS07.01	Employ leadership skills to accomplish organizational goals and objectives.



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- 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.
- ESS07.03.03 Employ conflict-management skills to facilitate solutions.



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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: <i>Know and understand the importance of professional ethics and legal responsibilities.</i>
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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.

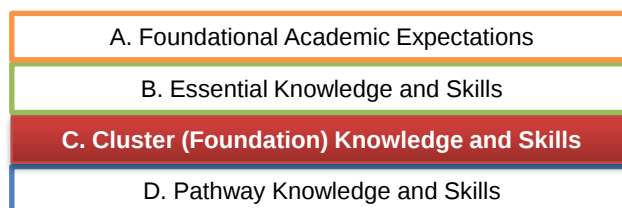


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ESS10.02	Employ planning and time management skills and tools to enhance results and complete work tasks.
ESS10.02.01	Develop goals and objectives.
ESS10.02.02	Prioritize tasks to be completed.
ESS10.02.03	Develop timelines using time management knowledge 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



Marketing Career Cluster Professional Sales Pathway Knowledge and Skill Statements

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



Marketing Career Cluster Professional Sales Pathway Knowledge and Skill Statements

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.
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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



Marketing Career Cluster Professional Sales Pathway Knowledge and Skill Statements

	Follow oral directions
	Demonstrate active listening skills
MKC02.01.03	Apply verbal skills in performing marketing activities.
<i>Sample Indicators</i>	- 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	Record information when performing marketing activities.
<i>Sample Indicators</i>	- Utilize note-taking strategies - Organize information graphically - Select and use appropriate graphic aids
MKC02.01.05	Write internal and external business correspondence in marketing.
<i>Sample Indicators</i>	- 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	Communicate with staff to clarify workplace objectives.
<i>Sample Indicators</i>	- 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	Communicate effectively with customers to foster positive relationships that enhance company image.
<i>Sample Indicators</i>	- 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	Use communication skills to influence others.
<i>Sample Indicators</i>	- Persuade others - Demonstrate negotiation skills



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**Cluster Topic
MKC03**

PROBLEM-SOLVING AND CRITICAL THINKING: *Solve problems using critical thinking skills (analyze, synthesize, and evaluate) independently and in teams. Solve problems using creativity and innovation.*

No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.

**Cluster Topic
MKC04**

INFORMATION TECHNOLOGY APPLICATIONS: *Use information technology tools specific to the career cluster to access, manage, integrate, and create information.*

MKC04.01

Apply technological tools in marketing to expedite workflow.

MKC04.01.01

Utilize information-technology tools in marketing.

Sample Indicators

- 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: *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.*

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

Employ entrepreneurial discovery strategies in marketing.

Sample Indicators

- 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

Develop concept for new marketing project or business venture.

Sample Indicators

- Describe entrepreneurial planning considerations
- Explain tools used by entrepreneurs for venture planning



Marketing Career Cluster Professional Sales Pathway Knowledge and Skill Statements

	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 Explain the role of ethics in customer relationship management



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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.

MKC05.07.01	Describe operation's role and function in business.
<i>Sample Indicators</i>	- 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>	- 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>	- 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>	- 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.

MKC06.01.01	Adhere to health and safety regulations to support a safe work environment.
<i>Sample Indicators</i>	- 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>	- 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>	- Identify potential safety issues - Establish safety policies and procedures
MKC06.01.04	Implement security policies/procedures to minimize chance for loss.
<i>Sample Indicators</i>	Explain routine security precautions



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MKC06.01.05 <i>Sample Indicators</i>	Follow established security procedures/policies
	Protect company information and intangibles
	Develop policies/procedures to protect workplace security.
	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: *Use leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives.*

No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.

Cluster Topic MKC08

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

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
	Discuss the nature of debtor-creditor relationships



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	- 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 - Analyze employer expectations in the business environment



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	- Explain the rights of workers - Identify sources of career information - Identify tentative occupational interest - Explain employment opportunities in business
MKC09.01.05	Implement job-seeking skills to obtain employment in marketing.
<i>Sample Indicators</i>	- 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	Utilize career-advancement activities to enhance professional development in marketing careers.
<i>Sample Indicators</i>	- 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	Use information literacy skills in marketing.
<i>Sample Indicators</i>	- 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	Acquire a foundational knowledge of information management.
<i>Sample Indicators</i>	- Discuss the nature of information management - Explain the role of ethics in information management - Explain legal issues associated with information management
MKC10.01.03	Maintain business records to facilitate marketing operations.
<i>Sample Indicators</i>	- Describe the nature of business records - Maintain customer records
MKC10.01.04	Acquire information that can be used to guide business decision-making.
<i>Sample Indicators</i>	- Describe current business trends - Monitor internal records for business information - Conduct an environmental scan to obtain business information - Interpret statistical findings



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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
 Explain the nature of risk management



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MKC10.02.07 Implement financial skills to obtain business credit and to control its use.

Sample Indicators

- 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.

Sample Indicators

- 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.

Sample Indicators

- Explain the concept of management
- Explain the nature of managerial ethics

MKC10.03.02 Utilize planning tools to guide organization's/ department's activities.

Sample Indicators

- 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.

Sample Indicators

- 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.

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



Marketing Career Cluster Professional Sales Pathway Knowledge and Skill Statements

<i>Sample Indicators</i>	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.

<i>Sample Indicators</i>	Identify routine activities for maintaining business facilities and equipment Plan maintenance program
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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.
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<i>Sample Indicators</i>	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
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MKC10.05.02	Manage channel activities to minimize costs and to determine distribution strategies.
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<i>Sample Indicators</i>	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
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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.
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<i>Sample Indicators</i>	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
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MKC10.06.02	Explain marketing research activities to show command of their nature and scope.
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<i>Sample Indicators</i>	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 Identify research approaches (e.g., observation, survey, experiment) appropriate to the research problem/issue
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Marketing Career Cluster Professional Sales Pathway Knowledge and Skill Statements

	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
	Set a marketing budget
	Develop marketing plan



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MKC10.07.02 Assess marketing strategies to improve return on marketing investment (ROMI).

Sample Indicators

- 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.

Sample Indicators

- 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.

Sample Indicators

- 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.

Sample Indicators

- 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.

Sample Indicators

- 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.

Sample Indicators

- 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

MKC10.09.05 Position products/services to acquire desired business image.

Sample Indicators

- Describe factors used by marketers to position products/services



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	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.
<i>Sample Indicators</i>	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.
<i>Sample Indicators</i>	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.
<i>Sample Indicators</i>	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.
<i>Sample Indicators</i>	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.
<i>Sample Indicators</i>	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.
<i>Sample Indicators</i>	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.
<i>Sample Indicators</i>	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.
<i>Sample Indicators</i>	Identify metrics to assess results of promotional efforts Implement metrics to assess results of promotional efforts



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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

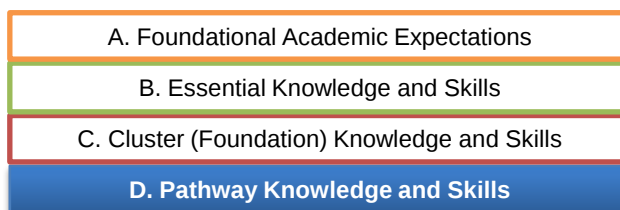
MKC10.11.03 Explain sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.

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 Professional Sales Pathway. The statements are organized within three topics.



Pathway Topic MKPE01	PROFESSIONAL DEVELOPMENT
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MKPE01.01 Understand concepts, tools, and strategies used to explore, obtain, and develop in a professional selling career.

MKPE01.01.01 Acquire information about the sales industry to aid in making career choices.

Sample Indicators

- Explain the nature of professional selling
- Explain employment opportunities in professional selling
- Discuss the economic and social effects of professional selling

MKPE01.01.02 Utilize career-advancement activities to enhance professional development in professional selling.

Sample Indicators

- Identify professional certification requirements available for professional sales people
- Assess the services provided by professional organizations in selling



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Pathway Topic MKPE02		MARKETING INFORMATION MANAGEMENT
MKPE02.01		Gather, access, synthesize, evaluate, and disseminate information to aid in making sales.
MKPE02.01.01		Process marketing information to test hypotheses and/or to resolve issues.
	<i>Sample Indicators</i>	Analyze market information
MKPE02.01.02		Employ marketing information to plan marketing activities.
	<i>Sample Indicators</i>	Describe the use of target marketing in professional selling
Pathway Topic MKPE03		SELLING
MKPE03.01		Understand the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future sales opportunities.
MKPE03.01.01		Describe the nature and scope of sales activities.
	<i>Sample Indicators</i>	Explain the impact of sales cycles
MKPE03.01.02		Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.
	<i>Sample Indicators</i>	Differentiate between consumer and organizational buying behavior Identify emerging trends
MKPE03.01.03		Perform pre-sales activities to facilitate sales presentation.
	<i>Sample Indicators</i>	Explain the use of marketing research information in professional selling Prospect for customers Qualify customers/clients Conduct pre-visit research (e.g., customer's markets/ products, customer's competitors, and competitors' offerings) Determine sales strategies Book appointments with prospective clients Prepare sales presentation Create a presentation software package to support sales presentation
MKPE03.01.04		Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.
	<i>Sample Indicators</i>	Establish relationship with client/customer Address needs of individual personalities Determine customer/client needs Qualify customer's buying motives for use in selling Facilitate customer buying decisions Assess customer/client needs Recommend specific product Demonstrate product Prescribe solution to customer/client needs Convert customer/client objections into selling points Close the sale Demonstrate suggestion selling Negotiate sales terms Maintain sales standards



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	Sell good/service/idea to individuals
	Sell good/service/idea to groups
MKPE03.01.05	Process the sale to complete the exchange.
<i>Sample Indicators</i>	Calculate miscellaneous charges
	Process special orders
	Process telephone orders
	Process sales documentation
MKPE03.01.06	Conduct post-sales follow-up activities to foster ongoing relationships with customers.
<i>Sample Indicators</i>	Plan follow-up strategies for use in selling
	Prepare sales reports
	Provide post-sales service
	Gather customer/client feedback to improve service
	Conduct self-assessment of sales performance
MKPE03.01.07	Plan sales activities to increase sales efficiency and effectiveness.
<i>Sample Indicators</i>	Plan strategies for meeting sales quotas
	Develop strategies to win back former customers
	Develop a sales-call pattern
	Establish sales terms
	Explain the nature of key account management
	Identify key accounts
	Design/Implement a key account plan
	Prepare and implement sales plans
MKPE03.01.08	Staff sales force to meet customer and organizational objectives.
<i>Sample Indicators</i>	Determine structure of sales department/unit
	Determine sales force size
	Recruit/Hire salespeople
	Establish sales territories
MKPE03.01.09	Guide sales staff to improve their success rate and to minimize staff turnover.
<i>Sample Indicators</i>	Explain the nature of sales management
	Adapt leadership style for salesperson
	Identify sales-training needs
	Conduct sales training
	Determine strategies to motivate sales staff
	Conduct field accompaniments
	Conduct sales meetings
MKPE03.01.10	Control sales activities to meet sales goals/objectives.
<i>Sample Indicators</i>	Set sales quotas
	Analyze sales reports
	Monitor sales performance
	Manage salesperson's underperformance
	Design incentive programs
	Control sales plans