

# 2025 Business Management

## Program Standards

### CONTENT STANDARD 1.0: PROFESSIONAL ORGANIZATIONS AND LEADERSHIP

Performance Standard 1.1: Student Leadership in Career Technical Student Organizations (CTSO) and Professional Associations

- 1.1.1 Explore the role of professional organizations and/or associations in the business management industry..
- 1.1.2 Define the value, role, and opportunities provided through career technical student organizations
- 1.1.3 Engage in career exploration and leadership development..

### CONTENT STANDARD 2.0: FUNCTIONS OF MANAGEMENT

Performance Standard 2.1: Planning Function

- 2.1.1 Describe the importance of the planning function in a business.
- 2.1.2 Describe strategies for setting priorities.
- 2.1.3 Describe the steps in the decision-making process.
- 2.1.4 Describe the role of strategic planning in a business.
- 2.1.5 Identify factors involved with a strategic plan.
- 2.1.6 Describe evaluation and measurement strategies for effective plan implementation.
- 2.1.7 Describe how company values, vision and mission statements drive strategic planning.

Performance Standard 2.2: Organizing Function

- 2.2.1 Describe the importance of the organizing function in a business.
- 2.2.2 Describe how the organizing function relates to using various resources to accomplish strategic goals.
- 2.2.3 Describe the advantages and disadvantages of centralization and decentralization.
- 2.2.4 Describe how the organizing function leads to accountability by establishing authority and responsibility.

Performance Standard 2.3: Directing Function

- 2.3.1 Describe the importance of the directing function in a business.
- 2.3.2 Describe leadership qualities (e.g., personality traits, aptitudes) of effective leaders.
- 2.3.3 Identify alternative leadership styles, selecting the best style for a given situation.
- 2.3.4 Describe management's role in stimulating innovation and creativity.

Performance Standard 2.4: Controlling and Evaluating Functions

- 2.4.1 Describe the importance of the controlling function in a business.
- 2.4.2 Select the best controlling strategy for a given business situation.
- 2.4.3 Define the components of SMART goals in relation to the controlling function.
- 2.4.4 Determine alternative actions when goals are not being met in a specific situation (e.g., changing goals, changing strategies).

### CONTENT STANDARD 3.0: FINANCIAL DECISION MAKING

Performance Standard 3.1: Financial and Accounting Operations

- 3.1.1 Describe the process involved in developing a budget.
- 3.1.2 Describe concepts of profit and loss.
- 3.1.3 Describe primary factors affecting profitability.
- 3.1.4 Describe ways that businesses raise capital.
- 3.1.5 Describe how external economic factors influence business finances.
- 3.1.6 Compare fixed and variable costs (e.g., marketing, production, labor).
- 3.1.7 Identify traditional and nontraditional strategies and sources for securing financing.

Performance Standard 3.2: Internal and External Financial Statements



- 3.2.1 Identify the three main financial statements used by business to measure financial performance.
- 3.2.2 Identify the components within each type of financial statement.
- 3.2.3 Describe how financial statements help to make informed decisions.
- 3.2.4 Interpret data from financial statements to guide financial decisions.
- 3.2.5 Compare internal (i.e., management) to external (i.e., stakeholders) use of financial statements.

#### Performance Standard 3.3: Financial Data in Planning

- 3.3.1 Compare short-term and long-term financial plans.
- 3.3.2 Describe how financial data can drive decisions to downsize, grow, and outsource.
- 3.3.3 Implement a pricing strategy based on cost of goods sold.
- 3.3.4 Describe how a sales forecast can be based on a short-term or long-term plan.
- 3.3.5 Calculate the return on investment when given a set of financial data.

### CONTENT STANDARD 4.0: COMPETITIVE ANALYSIS AND MARKETING STRATEGIES

#### Performance Standard 4.1: Business Competition

- 4.1.1 Identify ways businesses compete (e.g., quality, service, status, price).
- 4.1.2 Define *market share*.
- 4.1.3 Describe ways to increase market share.
- 4.1.4 Analyze relative competitive strengths, weaknesses, opportunities, and threats.

#### Performance Standard 4.2: Role and Function of Marketing

- 4.2.1 Identify the roles and functions of marketing.
- 4.2.2 Describe the marketing mix (i.e., the 4 Ps).
- 4.2.3 Describe marketing and its importance.
- 4.2.4 Define marketing research.
- 4.2.5 Describe product and company branding.
- 4.2.6 Describe the effects of brand image on employee actions, communication, and conduct.

### CONTENT STANDARD 5.0: HUMAN RESOURCES

#### Performance Standard 5.1: Recruiting, Selection, and Compensation/Benefits

- 5.1.1 Identify current methods used to recruit and select employees.
- 5.1.2 Develop a comprehensive job description for recruiting a new employee.
- 5.1.3 Describe how legislation affects hiring practices (e.g., affirmative action, right to privacy).
- 5.1.4 Identify how employers evaluate job applicants (e.g., background checks, social media checks, references, interview, resume).
- 5.1.5 Describe the methods used to compensate employees (e.g., wages, salary, commission, benefits).

#### Performance Standard 5.2: Employee Development and Evaluation

- 5.2.1 Identify types of orientation and training.
- 5.2.2 Determine preventive actions for office communication problems.
- 5.2.3 Describe the need for and benefits of employee performance evaluation.
- 5.2.4 Describe best practices used in the employee evaluation process.
- 5.2.5 Describe the legal implications of using performance evaluations to terminate or demote employees.
- 5.2.6 Describe the methods employed to communicate with employees (e.g., formal, informal).
- 5.2.7 Determine situations when digital or nondigital communication is preferred.

### CONTENT STANDARD 6.0: ORGANIZATIONAL STRUCTURE

#### Performance Standard 6.1: Organizational Structure

- 6.1.1 Identify the levels of management.
- 6.1.2 Describe the advantages and disadvantages of the team concept to the organization.
- 6.1.3 Describe the effects of group dynamics on group decision making and consensus building.

#### Performance Standard 6.2: Small Business and Entrepreneurship



- 6.2.1 Identify basic ownership forms and their variations (e.g., franchises, employee stock ownership programs).
- 6.2.2 Describe the importance of small business and innovation to the U.S. economy.
- 6.2.3 Describe the entrepreneurial mindset and why it is crucial to maintain (e.g. opportunity recognition).

## **CONTENT STANDARD 7.0: GENERAL MANAGEMENT SKILLS**

### **Performance Standard 7.1: Professional Skills**

- 7.1.1 Describe the importance of time management within an organization.
- 7.1.2 Describe the advantages of networking in order to achieve professional advancement.
- 7.1.3 Identify available resources useful for making professional contacts (e.g., career development centers, business schools, alumni, business leaders, internships, volunteer work, membership in organizations).
- 7.1.4 Manage facets of business operations, applying current and emerging technologies (e.g., Zoom, Slack Teams, CRM, QuickBooks, ADP).

## **CONTENT STANDARD 8.0: ETHICS**

### **Performance Standard 8.1: Business Ethics**

- 8.1.1 Compare ethics and governmental regulations.
- 8.1.2 Describe how a lack of business ethics can harm business operations (e.g., insurance fraud).
- 8.1.3 Describe variations (i.e., culture, political systems) in ethics within the international business climate.
- 8.1.4 Determine ethical actions, given ethical dilemmas in the business setting.
- 8.1.5 Describe a business code of ethical behavior.
- 8.1.6 Identify ethical issues resulting from technological advances.
- 8.1.7 Identify ethical issues in employer/employee relationships (e.g., work hours wasted, employee theft).
- 8.1.8 Identify ethical issues affecting consumers (e.g., false advertising, shoplifting).
- 8.1.9 Describe best practices to maintain confidentiality.
- 8.1.10 Describe the social responsibility of an organization and long-term effects.
- 8.1.11 Determine the effects of social responsibility on decision making in a business.
- 8.1.12 Identify ways in which a business can benefit the community in which it operates (e.g., jobs, taxes, contributions to special community projects).

## **CONTENT STANDARD 9.0: GOVERNMENT REGULATIONS**

### **Performance Standard 9.1: Government Regulations**

- 9.1.1 Describe the relationship between government and business.
- 9.1.2 Compare specific government regulations and their impact on business, domestically and internationally.
- 9.1.3 Analyze how government subsidies and taxes can affect business growth.

## **CONTENT STANDARD 10.0: OPERATIONS MANAGEMENT**

### **Performance Standard 10.1: Operations Management and Production**

- 10.1.1 Identify the factors considered when selecting suppliers (e.g., quality, price, reliable delivery).
- 10.1.2 Describe how supply chain management relates to making strategic decisions.
- 10.1.3 Prepare managerial reports about operational and facility costs.
- 10.1.4 Analyze how quality control systems and practices affect productivity and overall business performance.
- 10.1.5 Evaluate how innovation and technological advancement influence production efficiency (e.g., AI, robotics, automation).
- 10.1.6 Describe the benefit of establishing a standardized approach for managing all logistical aspects within business operations.

### **Performance Standard 10.2: Inventory Management**



- 10.2.1 Identify the problems associated with having too much or too little inventory.
- 10.2.2 Identify the basic forms of inventory carried by a manufacturing firm (e.g., materials and parts, work in process, finished goods).
- 10.2.3 Identify inventory system (e.g., Just-In-Time, MRP, periodic, perpetual) used and reasons the system is preferred.
- 10.2.4 Maintain a system for inventory control (e.g., receiving, tracking, securing, reordering).

#### **CONTENT STANDARD 11.0: CUSTOMER RELATIONS**

##### **Performance Standard 11.1: Positive Relationships to Enhance Company Image**

- 11.1.1 Evaluate the impact of positive customer relations on a business.
- 11.1.2 Apply a customer service mindset that prioritizes the customer's needs and company policies.
- 11.1.3 Describe a structured, professional, and empathetic approach to resolving customer conflicts.
- 11.1.4 Determine whether technology should be leveraged to effectively drive customer satisfaction, loyalty, and growth.

#### **CONTENT STANDARD 12.0: PROJECT MANAGEMENT**

##### **Performance Standard 12.1: Project Plan**

- 12.1.1 Prepare and analyze a project plan.
- 12.1.2 Present a project plan that emphasizes objectives supported by data.
- 12.1.3 Describe the importance of organizing the implementation of the plan.
- 12.1.4 Describe the various resources available to accomplish the goal of plan implementation
- 12.1.5 Prepare an agenda for a meeting.
- 12.1.6 Conduct an orderly meeting.
- 12.1.7 Delegate responsibilities to conduct the plan implementation
- 12.1.8 Implement the plan by developing procedures for efficient workflow.