The following Cluster (Foundation) Knowledge and Skill Chart provides statements that 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. The Pathway Knowledge and Skill Charts are available in separate documents.

<table>
<thead>
<tr>
<th>Cluster Topic</th>
<th>ACADeMIC FOUNDATIONS: Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKC01</td>
<td>Solve mathematical problems to obtain information for marketing decision making.</td>
</tr>
<tr>
<td>MKC01.01.01</td>
<td>Employ numbers and operations in marketing.</td>
</tr>
<tr>
<td></td>
<td>Sample Indicators</td>
</tr>
<tr>
<td></td>
<td>Recognize relationships among numbers</td>
</tr>
<tr>
<td></td>
<td>Employ mathematical operations</td>
</tr>
<tr>
<td></td>
<td>Perform computations successfully</td>
</tr>
<tr>
<td></td>
<td>Predict reasonable estimations</td>
</tr>
<tr>
<td>MKC01.01.02</td>
<td>Apply algebraic skills in marketing.</td>
</tr>
<tr>
<td></td>
<td>Sample Indicators</td>
</tr>
<tr>
<td></td>
<td>Recognize patterns and mathematical relations</td>
</tr>
<tr>
<td></td>
<td>Use algebraic symbols to represent, solve, and analyze mathematical problems</td>
</tr>
<tr>
<td></td>
<td>Create mathematical models from real-life situations</td>
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<tr>
<td></td>
<td>Represent changes in quantities mathematically</td>
</tr>
<tr>
<td></td>
<td>Determine rate of change mathematically</td>
</tr>
<tr>
<td></td>
<td>Interpret graphical and numerical data</td>
</tr>
<tr>
<td>MKC01.01.03</td>
<td>Employ measurement skills in marketing.</td>
</tr>
<tr>
<td></td>
<td>Sample Indicators</td>
</tr>
<tr>
<td></td>
<td>Recognize measurable attributes of objects</td>
</tr>
<tr>
<td></td>
<td>Take measurements correctly</td>
</tr>
<tr>
<td>MKC01.01.04</td>
<td>Perform data analysis of marketing problems.</td>
</tr>
<tr>
<td></td>
<td>Sample Indicators</td>
</tr>
<tr>
<td></td>
<td>Formulate questions effectively</td>
</tr>
<tr>
<td></td>
<td>Collect relevant data</td>
</tr>
<tr>
<td></td>
<td>Organize useful data</td>
</tr>
<tr>
<td></td>
<td>Answer questions appropriately</td>
</tr>
<tr>
<td></td>
<td>Employ appropriate statistical methods in data analysis</td>
</tr>
<tr>
<td></td>
<td>Develop and evaluate inferences and predictions</td>
</tr>
<tr>
<td></td>
<td>Apply basic concepts of probability</td>
</tr>
<tr>
<td>MKC01.01.05</td>
<td>Implement mathematical problem-solving techniques in marketing.</td>
</tr>
<tr>
<td></td>
<td>Sample Indicators</td>
</tr>
<tr>
<td></td>
<td>Identify problem-solving techniques</td>
</tr>
<tr>
<td></td>
<td>Apply a variety of problem-solving strategies</td>
</tr>
<tr>
<td></td>
<td>Adjust problem-solving strategies, when needed</td>
</tr>
<tr>
<td>MKC01.02</td>
<td>Understand the economic principles and concepts fundamental to business operations.</td>
</tr>
<tr>
<td>MKC01.02.01</td>
<td>Describe fundamental economic concepts used in marketing.</td>
</tr>
<tr>
<td></td>
<td>Sample Indicators</td>
</tr>
<tr>
<td></td>
<td>Distinguish between economic goods and services</td>
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<tr>
<td></td>
<td>Explain the concept of economic resources</td>
</tr>
<tr>
<td></td>
<td>Describe the concepts of economics and economic activities</td>
</tr>
<tr>
<td></td>
<td>Determine economic utilities created by business activities</td>
</tr>
<tr>
<td></td>
<td>Explain the principles of supply and demand</td>
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<tr>
<td></td>
<td>Describe the functions of prices in markets</td>
</tr>
</tbody>
</table>

Last Revised 10/2/2008  Marketing, Sales and Service Career Cluster Statements  Page 1
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
- 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
Marketing Career Cluster
Cluster Knowledge and Skill Statements

Analyze researched information and statistics
Reach reasoned conclusions
Examine social beliefs, influences, and behavior
Analyze group dynamics
Assess human behavior

MKC01.04 Integrate psychological knowledge to understand customer motivation.

MKC01.04.01 Apply psychological knowledge to facilitate marketing activities.

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

Cluster Topic
MKC02

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

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

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

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

MKC02.01.02 Apply active listening skills in marketing.

Sample Indicators
Explain communication techniques that support and encourage speakers
Follow oral directions
Demonstrate active listening skills

MKC02.01.03 Apply verbal skills in performing marketing activities.

Sample Indicators
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

Last Revised 10/2/2008
Participate in group discussions
Make oral presentations

MKC02.01.04 Record information when performing marketing activities.
Sample Indicators
Utilize note-taking strategies
Organize information graphically
Select and use appropriate graphic aids

MKC02.01.05 Write internal and external business correspondence in marketing.
Sample Indicators
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.
Sample Indicators
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.
Sample Indicators
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.
Sample Indicators
Persuade others
Demonstrate negotiation skills

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.
Marketing Career Cluster
Cluster Knowledge and Skill Statements

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

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
- 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.
Sample Indicators

- Describe processes used to acquire adequate financial resources for venture creation/start-up
Marketing Career Cluster
Cluster Knowledge and Skill Statements

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.
Sample Indicators
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.
Sample Indicators
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.
Sample Indicators
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.
Sample Indicators
Describe the nature of cash flow statements
Prepare cash flow statements
Explain the nature of balance sheets
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.
Sample Indicators
Explain the role of finance in business
Discuss the role of ethics in finance
Marketing Career Cluster
Cluster Knowledge and Skill Statements

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.

*Sample Indicators*
- 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.

*Sample Indicators*
- 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.

*Sample Indicators*
- 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.

*Sample Indicators*
- 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.

*Sample Indicators*
- 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.

*Sample Indicators*
- 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.

*Sample Indicators*
- Discuss the nature of customer relationship management
- Explain the role of ethics in customer relationship management
- Describe the use of technology in customer relationship management

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

**MKC05.07.01** Describe operation’s role and function in business.

*Sample Indicators*
- Explain the nature of operations
- Discuss the role of ethics in operations
- Describe the use of technology in operations

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Marketing Career Cluster
Cluster Knowledge and Skill Statements

MKC05.07.02 Implement purchasing activities to obtain business supplies and equipment.

Sample Indicators
- 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.

Sample Indicators
- Explain the concept of production
- Describe production activities

MKC05.07.04 Implement quality-control processes to minimize errors and to expedite workflow.

Sample Indicators
- 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.

Sample Indicators
- Describe health and safety regulations in business
- Report noncompliance with business health and safety regulations

MKC06.01.02 Implement safety procedures to minimize loss.

Sample Indicators
- 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.

Sample Indicators
- Identify potential safety issues
- Establish safety policies and procedures

MKC06.01.04 Implement security policies/procedures to minimize chance for loss.

Sample Indicators
- Explain routine security precautions
- Follow established security procedures/policies
- Protect company information and intangibles

MKC06.01.05 Develop policies/procedures to protect workplace security.

Sample Indicators
- Identify potential security issues
- Establish policies to protect company information and intangibles
- Establish policies to maintain a non-hostile work environment

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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.

*Sample Indicators*
- 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.

*Sample Indicators*
- 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.

*Sample Indicators*
- 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.

*Sample Indicators*
- 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.

*Sample Indicators*
- 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.

*Sample Indicators*
- Describe the nature of legal procedure
- Discuss the nature of debtor-creditor relationships
- Explain the nature of agency relationships
- Discuss the nature of environmental law
- Discuss the role of administrative law
Marketing Career Cluster
Cluster Knowledge and Skill Statements

MKC08.01.07 Explain human resources laws and regulations to facilitate business operations.

Sample Indicators
- 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.

Sample Indicators
- Explain types of business ownership
- Select form of business ownership

MKC08.01.09 Acquire knowledge of commerce laws and regulations to continue business operations.

Sample Indicators
- 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.

Sample Indicators
- 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.

Sample Indicators
- 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.

Sample Indicators
- 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.

Sample Indicators
- 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.

Sample Indicators
- Assess personal interests and skills needed for success in business
- Analyze employer expectations in the business environment
- Explain the rights of workers
- Identify sources of career information

Last Revised 10/2/2008
Marketing Career Cluster
Cluster Knowledge and Skill Statements

Identify tentative occupational interest
Explain employment opportunities in business

**MKC09.01.05**
**Implement job-seeking skills to obtain employment in marketing.**

*Sample Indicators*
- 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.**

*Sample Indicators*
- 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**

**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.**

*Sample Indicators*
- 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.**

*Sample Indicators*
- 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.**

*Sample Indicators*
- Describe the nature of business records
- Maintain customer records

**MKC10.01.04**
**Acquire information that can be used to guide business decision-making.**

*Sample Indicators*
- Describe current business trends
- Monitor internal records for business information
- Conduct an environmental scan to obtain business information
- Interpret statistical findings

**MKC10.01.05**
**Utilize project-management skills in marketing.**

*Sample Indicators*
- Explain the nature of project management
Marketing Career Cluster
Cluster Knowledge and Skill Statements

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

Last Revised 10/2/2008 Marketing, Sales and Service Career Cluster Statements Page 12
Marketing Career Cluster
Cluster Knowledge and Skill Statements

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.
Marketing Career Cluster
Cluster Knowledge and Skill Statements

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

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

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

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

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

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

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

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

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

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

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

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

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

*Sample Indicators*
- Explain the nature of marketing research
- Explain types of primary marketing research
- Identify sources of primary and secondary data
- Explain research techniques
Determine the marketing research problem/issue
Identify research approaches (e.g., observation, survey, experiment) appropriate to the research problem/issue
Identify the relationship between the research purpose and the marketing research objectives
Discuss the nature of sampling plans (i.e., who, how many, how chosen)
Describe types of rating scales (including Likert scales, semantic differential scales, behavior intention scales, etc.)
Explain the use of diaries (e.g., product, media-use, contact)
Explain the nature of qualitative research

MKC10.06.03 Explain data-collection methods to evaluate their appropriateness for the research problem/issue.

Sample Indicators
- 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.

Sample Indicators
- 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.

Sample Indicators
- 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.

Sample Indicators
- 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.

Sample Indicators
- 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

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

Last Revised 10/2/2008
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
- Explain the nature of product/service branding
- Explain the role of customer service in positioning/image
- Develop strategies to position products/services
- Build product/service brand

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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