| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Business Management & Administration Career Cluster™ (BM)** |
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| 1. Utilize mathematical concepts, skills and problem solving to obtain necessary information for decision-making in business. | Mathematical concepts and problem solving are integrated into applicable standards (e.g., forecast sales, calculate financial ratios, and interpret financial statements involve mathematical concepts and problem solving that appear in Financial Analysis in Business Administration Core) |
| 2. Describe laws, rules and regulations as they apply to effective business operations. | Understand business’s responsibility to know and abide by laws and regulations that affect business operations and transactions (**Business Law** in Business Administration Core) |
| 3. Explore, develop and apply strategies for ensuring a successful business career. | Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career (**Professional Development** in Business Administration Core) |
| 4. Identify, demonstrate and implement solutions in managing effective business customer relationships. | Understand the techniques and strategies used to foster positive, ongoing relationships with customers (**Customer Relations** in Business Administration Core) |
| 5. Implement systems, strategies and techniques used to manage information in a business. | Understand tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist in business decision-making (**Information Management**  |
| 6. Implement, monitor and evaluate business processes to ensure efficiency and quality results. | Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning (**Operations** in Business Administration Core incorporates business processes.) |
| **MBA Research’s Industry-based Research Findings:****Business Management and Administration Cluster Core** |
| Additional standards common to all business-related careers include: |
| **Communication Skills**: Understand the concepts, strategies, and systems used to obtain and convey ideas and information (Addressed in the CCTC Career Ready Skills) |
| **Economics**: Understand the economic principles and concepts fundamental to business operations  |
| **Emotional Intelligence**: Understand techniques, strategies, and systems used to foster self-understanding and enhance relationships with others (Addressed in CCTC Career Ready Skills) |
| **Entrepreneurship:** Understand the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture |
| **Financial Analysis**: Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources |
| **Human Resources Management:** Understand the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources |
| **Marketing:** Understand the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives |
| **Strategic Management:** Understand tools, techniques, and systems that affect a business’s ability to plan, control, and organize an organization/department |

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| **MBA Research’s Industry-based Research Findings:****Business Management and Administration Cluster Core (cont’d)** |
| Standards common to careers in the BMA Cluster: |
| **Knowledge Management**: Understand the systems, strategies, and techniques used to collect, organize, analyze, and share information known in an organization |
| **Project Management:** Understand tools, techniques, and systems that are used to plan, implement, monitor, and evaluate business projects |
| **Quality Management**: Understand the need for standards and the strategies and techniques used to implement, monitor, and evaluate them |
| **Risk Management**: Understand risk-management strategies and techniques used to minimize loss |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Administrative Support Career Pathway (BM-ADM)** |
| 1. Plan, staff, lead and organize human resources to enhance employee productivity and satisfaction. | **Human Resources Management:** Understand the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources |
| 2. Access, evaluate and disseminate information for business decision making. | **Information Management:** Understand tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist in business decision-making (e.g., filing, maintaining appointment calendars, preparing various documents, utilizing advanced computer applications) |
| 3. Plan, monitor and manage day-to-day business activities. | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning (e.g., operating various office equipment, troubleshooting problems with office equipment, assisting with overflow work) |

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| **MBA Research’s Industry-based Research Findings:****Administrative Support Career Pathway** |
| **Communication Skills**: Understand the concepts, strategies, and systems used to obtain and convey ideas and information (e.g., greeting guests, relaying messages, fielding telephone calls) |
| **Emotional Intelligence**: Understand techniques, strategies, and systems used to foster self-understanding and enhance relationships with others |
| **Professional Development:** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career (e.g., career opportunities in administrative support, certifications in administrative support) |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Business Information Management Career Pathway (BM-BIM)** |
| 1. Describe and follow laws and regulations affecting business operations and transactions. | **Business Law:** Understand business’s responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions |
| 2. Plan, monitor, manage and maintain the use of financial resources to ensure a business’s financial wellbeing. | **Financial Analysis:** Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources |
| 3. Access, evaluate and disseminate information for business decision making. | **Information Management:** Understand tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making |
| 4. Plan, monitor and manage day-to-day business activities to sustain continued business functioning. | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning |
| 5. Plan, organize and manage an organization/department to achieve business goals. | **Strategic Management:** Understand tools, techniques, and systems that affect a business’s ability to plan, control, and organize an organization/department |

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| **MBA Research’s Industry-based Research Findings:****Business Information Management Career Pathway** |
| **Communication Skills**: Understand the concepts, strategies, and systems used to obtain and convey ideas and information (e.g., writing analytical reports, writing research reports) |
| **Emotional Intelligence**: Understand techniques, strategies, and systems used to foster self-understanding and enhance relationships with others |
| **Professional Development:** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career (e.g., career opportunities business information management, certifications in business information management) |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **General Management Career Pathway (BM-MGT)** |
| 1. Describe and follow laws and regulations affecting business operations and transactions. | **Business Law:** Understand business’s responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions |
| 2. Access, evaluate and disseminate information for business decision making. | **Information Management:** Understand tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making |
| 3. Apply economic concepts fundamental to global business operations. | **Economics**: Understand the economic principles and concepts fundamental to business operations |
| 4. Employ and manage techniques, strategies and systems to enhance business relationships. | **Emotional Intelligence**: Understand techniques, strategies, and systems used to foster self-understanding and enhance relationships with others |
| 5. Plan, monitor, manage and maintain the use of financial resources to ensure a business’s financial wellbeing. | **Financial Analysis:** Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources |
| 6. Plan, monitor and manage day-to-day business activities to sustain continued business functioning. | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning |
| 7. Plan, organize and manage an organization/department to achieve business goals. | **Strategic Management:** Understand tools, techniques, and systems that affect a business’s ability to plan, control, and organize an organization/department |
| 8. Create strategic plans used to manage business growth, profit and goals. (Performance indicator within Strategic Management. | **Strategic Management:** Understand tools, techniques, and systems that affect a business’s ability to plan, control, and organize an organization/department |

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| **MBA Research’s Industry-based Research Findings:****General Management Career Pathway** |
| **Communication Skills**: Understand the concepts, strategies, and systems used to obtain and convey ideas and information (e.g., writing analytical reports, writing research reports) |
| **Human Resources Management:** Understand the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources |
| **Professional Development:** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career (e.g., career opportunities in general management, certifications in general management) |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Human Resources Management Career Pathway (BM-HR)** |
| 1. Describe and follow laws and regulations affecting human resource operations. | **Business Law:** Understand business’s responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions |
| 2. Access, evaluate and disseminate information for human resources management decision making. | **Information Management:** Understand tools, strategies, and systems human resources management needs to access, process, maintain, evaluate, and disseminate information to support managers |
| 3. Motivate and supervise personnel to achieve completion of projects and business goals. (Components of Human Resources Management.) | **Human Resources Management:** Understand the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human  |
| 4. Plan, monitor and manage the use of financial and human resources to ensure a business’s financial wellbeing. | **Financial Analysis:** Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources |
| 5. Plan, staff, lead and organize human resources to enhance employee productivity and satisfaction. | **Human Resources Management:** Understand the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources |
| 6. Plan, monitor and manage day-to-day business activities to foster a healthy and safe work environment. | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning |
| 7. Plan, organize and implement compensation, benefits, health and safety programs. (Components of Human Resources Management) | **Human Resources Management:** Understand the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources  |

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| **MBA Research’s Industry-based Research Findings:****Human Resources Management Career Pathway** |
| **Communication Skills**: Understand the concepts, strategies, and systems used to obtain and convey ideas and information (e.g., elements of human resources management’s communication program, communication of personnel and compensation policies, writing job offer letters) |
| **Emotional Intelligence:** Understand techniques, strategies, and systems used to foster self-understanding and enhance relationships with others (e.g., establishing strategic alliances, negotiating benefits |
| **Marketing:** Understand the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives |
| **Professional Development:** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career (e.g., career opportunities in human resources management, certifications in HRM) |
| **Strategic Management:** Understand tools, techniques, and systems that affect a business’s ability to plan, control, and organize an organization/department |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Operations Management Career Pathway (BM-OP)** |
| 1. Describe and follow laws and regulations affecting business operations and transactions. | **Business Law:** Understand business’s responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions |
| 2. Develop and maintain positive customer relationships.  | **Customer Relations:** Understand the techniques and strategies used to foster positive, ongoing relationships with customers |
| 3. Apply inventory tracking systems to facilitate operational controls. (Component of Operations) | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning  |
| 4. Plan, monitor and manage day-to-day business activities to maintain and improve operational functions. | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning |

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| **MBA Research’s Industry-based Research Findings:****Operations Management Career Pathway** |
| **Financial Analysis:** Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources (e.g., job costing, quality costs, benefit analysis, enterprise risk management, internal accounting controls |
| **Information Management:** Understand tools, strategies, and systems human resources management needs to access, process, maintain, evaluate, and disseminate information to support managers (e.g., order-processing technology, UPC barcoding, RFID tags) |
| **Professional Development:** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career (e.g., career opportunities in operations management, certifications in operations management) |

| **Crosswalk of CCTC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Finance Career Cluster™ (FN)** |
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| 1. Utilize mathematical concepts, skills and problem solving to obtain necessary information for decision making in the finance industry. | Mathematical concepts and problem solving are integrated into applicable learning outcomes in the Finance Cluster. |
| 2. Utilize tools, strategies and systems to plan, monitor, manage and maintain the use of financial resources. | **Financial Analysis:** Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources  |
| 3. Plan, staff, lead and organize human resources in finance to enhance employee productivity and job satisfaction. | **Human Resources Management:** Understand the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources |
| 4. Determine effective tools, techniques and systems to communicate and deliver value to finance customers. | Understand the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives(**Marketing** in Business Administration Core) |
| 5. Create and maintain positive, ongoing relationships with finance customers. | **Customer Relations:** Understand the techniques and strategies used to foster positive, ongoing relationships with customers |
| 6. Plan, monitor and manage day-to-day activities to ensure effective and efficient finance operations. | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning |
| 7. Implement safety, health and environmental controls to ensure a safe and productive finance work workplace.  | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning (Safety, health, etc. are addressed within Operations.) |
| 8. Describe and follow laws, regulations and ethical standards that affect finance operations and transactions. | **Business Law:** Understand business’s responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions (Does not incorporate ethics; that is treated either in Emotional Intelligence or in individual instructional areas to which it applies) |
| 9. Plan, manage and maintain the use of financial resources to protect solvency. (This repeats #2.) | **Financial Analysis:** Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources  |
| 10. Plan, organize and manage a finance organization/department. | Understand tools, techniques, and systems that affect a business’s ability to plan, control, and organize an organization/department(**Strategic Management** in the Business Administration Core) |
| 11. Plan, monitor and manage day-to-day activities required to sustain continued business functioning. | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning |

| **Crosswalk of CCTC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Finance Career Cluster™ (FN) (cont’d)** |
| 12. Access, evaluate and disseminate financial information to enhance financial decision-making processes. | **Financial Information Management:** Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate financial information to assist business decision-making |
| 13. Manage a financial product or service mix in order to respond to market opportunities. | Removed from Finance Cluster based on additional research.  |
| 14. Employ financial risk-management strategies and techniques used to minimize business loss. | **Risk Management:** Understands risk-management strategies and techniques used to minimize business loss |

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| **MBA Research’s Industry-based Research Findings:****Operations Management Career Pathway** |
| **Professional Development:** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career (e.g., career opportunities in operations management, certifications in operations management) |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Accounting Career Pathway (FN-ACT)** |
| 1. Describe and follow laws and regulations to manage accounting operations and transactions. | **Business Law:** Understand business’s responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions |
| 2. Utilize accounting tools, strategies and systems to plan, monitor, manage and maintain the use of financial resources. | **Financial Analysis:** Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources |
| 3. Process, evaluate and disseminate financial information to assist business decision making. | **Information Management:** Understand tools, strategies, and systems human resources management needs to access, process, maintain, evaluate, and disseminate information to support managers |
| 4. Utilize career-planning concepts, tools and strategies to explore, obtain and/or develop an accounting career. | **Professional Development:** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Banking Services Career Pathway (FN-BNK)** |
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| 1. Describe and follow laws and regulations to manage business operations and transactions in the banking services industry. | **Business Law:** Understand business’s responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions |
| 2. Create and maintain positive, ongoing relationships with banking customers.  | **Customer Relations:** Understand the techniques and strategies used to foster positive, ongoing relationships with customers |
| 3. Manage the use of financial resources to enhance banking performance. | **Financial Analysis:** Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources |
| 4. Demonstrate the use of banking technology and equipment. | **Information Management:** Understand tools, strategies, and systems human resources management needs to access, process, maintain, evaluate, and disseminate information to support managers |
| 5. Plan, monitor and manage the day-to-day activities within a banking organization to ensure secure operations. | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning |
| 6. Utilize career-planning concepts, tools and strategies to explore, obtain and/or develop a career in banking services. | **Professional Development:** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career |
| 7. Determine client needs and wants and respond through planned, personalized communication to guide purchase decisions and enhance future business opportunities in banking services. | **Selling:** 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 business operations |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Business Finance Career Pathway (FN-BFN)** |
| 1. Describe and follow laws and regulations to manage business operations and transactions in corporate finance. | **Business Law:** Understand business’s responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions |
| 2. Manage the use of financial resources to ensure business stability. | **Financial Analysis:** Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources |
| 3. Utilize career-planning concepts, tools and strategies to explore, obtain and/or develop in a corporate finance career. | **Professional Development:** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career |
| 4. Employ risk-management strategies and techniques in corporate finance to minimize business loss. | **Risk Management:** Understands risk-management strategies and techniques used to minimize business loss |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Insurance Career Pathway (FN-INS)** |
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| 1. Describe and follow laws and regulations to manage business operations and transactions in the insurance industry. | **Business Law:** Understand business’s responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions |
| 2. Plan, monitor and manage day-to-day insurance organization activities. | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning |
| 3. Utilize career-planning concepts, tools and strategies to explore, obtain and/or develop a career in insurance. | **Professional Development**: Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career  |
| 4. Demonstrate underwriting techniques and strategies to evaluate the risk posed by potential insurance clients. (Component of Risk Analysis which also addresses the importance of actuarial science, credit based-insurance scores) | **Risk Analysis:** Understand techniques and strategies used to gather, access, and evaluate the risk posed by potential insurance clients  |
| 5. Determine client needs and wants and respond through planned, personalized communication to guide purchase decisions and enhance future insurance business opportunities. | **Selling:** 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 business operations |

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| **MBA Research’s Industry-based Research Findings:****Insurance Career Pathway** |
| **Information Management:** Understand tools, strategies, and systems human resources management needs to access, process, maintain, evaluate, and disseminate information to support managers |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Securities & Investments Career Pathway (FN-SEC)** |
| 1. Describe and follow laws and regulations to manage business operations and transactions in the securities and investments industry. | **Business Law:** Understand business’s responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions |
| 2. Manage the use of financial resources to perform key duties in the securities and investments industry. | **Financial Analysis:** Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources (e.g., job costing, quality costs, benefit analysis, enterprise risk management, internal accounting controls |
| 3. Plan, monitor and manage day-to-day securities and investments operations. | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning |
| 4. Utilize career-planning concepts, tools and strategies to explore, obtain and/or develop in a securities and investments career. | **Professional Development**: Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career |
| 5. Determine client needs and wants and respond through planned, personalized communication to guide purchase decisions and enhance future securities and investments opportunities. | **Selling:** 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 business operations |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Marketing Career Cluster™ (MK)** |
| 1. Describe the impact of economics, economic systems and entrepreneurship on marketing. (**Entrepreneurship** is addressed as its own standard in the Business Administration Core**:** Understand the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture) | Understand the economic principles and concepts fundamental to business operations (**Economics** in the Business Administration Core)  |
| 2. Implement marketing research to obtain and evaluate information for the creation of a marketing plan. (Component of Marketing Information Management.) | **Marketing Information Management**: Understand the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions  |
| 3. Plan, monitor, manage and maintain the use of financial resources for marketing activities. | Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources(**Financial Analysis** is in the Business Administration Core.) |
| 4. Plan, monitor and manage the day-to-day activities required for continued marketing business operations. | Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning (**Operations** is in Business Administration Core.) |
| 5. Describe career opportunities and the means to achieve those opportunities in each of the Marketing Career Pathways. | **Professional Development:** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career |
| 6. Select, monitor and manage sales and distribution channels. | **Channel Management**: Understand the concepts and processes needed to identify, select, monitor, and evaluate sales channels |
| 7. Determine and adjust prices to maximize return while maintaining customer perception of value. | **Pricing**: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers’ perceptions of value |
| 8. Obtain, develop, maintain and improve a product or service mix in response to market opportunities. | **Product/Service Management**: Understand the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities |
| 9. Communicate information about products, services, images and/or ideas to achieve a desired outcome. | **Promotion:** Understand the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome |
| 10. Use marketing strategies and processes to determine and meet client needs and wants. | **Selling**: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities |
| **MBA Research’s Industry-based Research Findings:****Marketing Cluster (cont’d)** |
| **Market Planning:** Understand the principles and tools utilized to determine and to target marketing strategies to a select audience (The learning outcomes associated with this standard were part of Marketing Information Management for the orginal cluster work in 2001.) |
| **Business Law:** Understand business’s responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions |
| **Communication Skills**: Understand the concepts, strategies, and systems used to obtain and convey ideas and information (Addressed in the CCTC Career Ready Skills) |
| **Emotional Intelligence**: Understand techniques, strategies, and systems used to foster self-understanding and enhance relationships with others (Addressed in CCTC Career Ready Skills) |
| **Human Resources Management:** Understand the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources |
| **Information Management:** Understand tools, strategies, and systems human resources management needs to access, process, maintain, evaluate, and disseminate information to support managers |
| **Marketing:** Understand the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives |
| **Strategic Management:** Understand tools, techniques, and systems that affect a business’s ability to plan, control, and organize an organization/department |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Marketing Communications Career Pathway (MK-COM)** |
| 1. Apply techniques and strategies to convey ideas and information through marketing communications. (Component of Promotion)  | **Promotion:** Understand the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome |
| 2. Plan, manage and monitor day-to-day activities of marketing communications operations. | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning  |
| 3. Access, evaluate and disseminate information to enhance marketing decision-making processes. | **Marketing Information Management**: Understand the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions |
| 4. Obtain, develop, maintain and improve a marketing communications product or service mix to respond to market opportunities. | **Product/Service Management**: Understand the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities |
| 5. Communicate information about products, services, images and/or ideas to achieve a desired outcome. | **Promotion:** Understand the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome |

| **MBA Research’s Industry-based Research Findings:****Marketing Communications Pathway** |
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| **Business Law:** Understand business’s responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions |
| **Communication Skills**: Understand the concepts, strategies, and systems used to obtain and convey ideas and information |
| **Emotional Intelligence**: Understand techniques, strategies, and systems used to foster self-understanding and enhance relationships with others |
| **Financial Analysis**: Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources |
| **Human Resources Management:** Understand the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources |
| **Information Management:** Understand tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist in business decision-making |
| **Marketing:** Understand the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives |
| **Professional Development:** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career |
| **Strategic Management:** Understand tools, techniques, and systems that affect a business’s ability to plan, control, and organize an organization/department |
| **Market Planning:** Understand the principles and tools utilized to determine and to target marketing strategies to a select audience |
| **Pricing**: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers’ perceptions of value |
| **Selling**: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Marketing Management Career Pathway (MK-MGT)** |
| 1. Plan, organize and lead marketing staff to achieve business goals. | **Human Resources Management:** Understand the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources |
| 2. Plan, manage and monitor day-to-day marketing management operations. | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning |
| 3. Plan, manage and organize to meet the requirements of the marketing plan. | **Market Planning:** Understand the principles and tools utilized to determine and to target marketing strategies to a select audience |
| 4. Access, evaluate and disseminate information to aid in making marketing management decisions. | **Marketing Information Management**: Understand the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions |
| 5. Determine and adjust prices to maximize return and meet customers’ perceptions of value. | **Pricing**: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers’ perceptions of value |
| 6. Obtain, develop, maintain and improve a product or service mix in response to market opportunities. | **Product/Service Management**: Understand the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities |
| 7. Communicate information about products, services, images and/or ideas.  | **Promotion:** Understand the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome |

| **MBA Research’s Industry-based Research Findings:****Marketing Management Pathway** |
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| **Financial Analysis**: Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources |
| **Information Management:** Understand tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist in business decision-making |
| **Professional Development:** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career |
| **Strategic Management:** Understand tools, techniques, and systems that affect a business’s ability to plan, control, and organize an organization/department |
| **Channel Management**: Understand the concepts and processes needed to identify, select, monitor, and evaluate sales channels |
| **Selling**: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Marketing Research Career Pathway (MK-RES)** |
| 1. Plan, organize and manage day-to-day marketing research activities. | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning |
| 2. Design and conduct research activities to facilitate marketing business decisions. | **Marketing Information Management**: Understand the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions |
| 3. Use information systems and tools to make marketing research decisions. | **Information Management:** Understand tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist in business decision-making |

| **MBA Research’s Industry-based Research Findings:****Marketing Management Pathway** |
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| **Professional Development:** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career |
| **Strategic Management:** Understand tools, techniques, and systems that affect a business’s ability to plan, control, and organize an organization/department |
| **Channel Management**: Understand the concepts and processes needed to identify, select, monitor, and evaluate sales channels |
| **Pricing**: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers’ perceptions of value |
| **Selling**: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Merchandising Career Pathway (MK-MER)** |
| 1. Plan, organize and lead merchandising staff to enhance selling and merchandising skills. | **Human Resources Management:** Understand the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources |
| 2. Plan, manage and monitor day-to-day merchandising activities. | **Operations:** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning |
| 3. Move, store, locate and/or transfer ownership of retail goods and services. | **Distribution:** Understands the concepts and processes needed to move, store, locate, and/or transfer ownership of goods and services |
| 4. Access, evaluate and disseminate marketing information to facilitate merchandising decisions and activities. | **Marketing Information Management**: Understand the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions |
| 5. Determine and adjust prices to maximize return and meet customers’ perceptions of value. | **Pricing**: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers’ perceptions of value |
| 6. Obtain, develop, maintain and improve a product or service mix to respond to market opportunities. | **Product/Service Management**: Understand the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities |
| 7. Communicate information about retail products, services, images and/or ideas.  | **Promotion:** Understand the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome |
| 8. Create and manage merchandising activities that provide for client needs and wants. | **Selling**: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities (Unsure of match) |

| **MBA Research’s Industry-based Research Findings:****Merchandising Pathway** |
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| **Economics**: Understand the economic principles and concepts fundamental to business operations  |
| **Information Management:** Understand tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist in business decision-making |
| **Marketing:** Understand the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives |
| **Professional Development:** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career |
| **Marketing Information Management**: Understand the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions |
| **Market Planning:** Understand the principles and tools utilized to determine and to target marketing strategies to a select audience |
| **Crosswalk of CCTC With National Business Administration Standards** |
| **CTCC** | **National Business Administration Standards** |
| **Professional Sales Career Pathway (MK-SAL)** |
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| 1. Access, evaluate and disseminate sales information  | **Marketing Information Management**: Understand the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions |
| 2. Apply sales techniques to meet client needs and wants. (Component of Selling) | **Selling**: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities |
| 3. Plan, organize and lead sales staff to enhance sales goals. (Component of Selling) | **Selling**: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities |

| **MBA Research’s Industry-based Research Findings:****Professional Selling Pathway** |
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| **Professional Development:** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
| **Hospitality Career Cluster™ (HT)** |
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| 1. Describe the key components of marketing and promoting hospitality and tourism products and services. |  |
| 2. Evaluate the nature and scope of the Hospitality & Tourism Career Cluster and the role of hospitality and tourism in society and the economy. |  |
| 3. Demonstrate hospitality and tourism customer service skills that meet customers’ needs. |  |
| 4. Describe employee rights and responsibilities and employers’ obligations concerning occupational health and safety in the hospitality and tourism workplace. |  |
| 5. Identify potential, real and perceived hazards and emergency situations and determine the appropriate safety and security measures in the hospitality and tourism workplace. |  |
| 6. Describe career opportunities and means to attain those opportunities in each of the Hospitality & Tourism Career Pathways. |  |
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| **Lodging Career Pathway (HT-LOD)** |
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| 1. Use various communication technologies to accomplish work tasks in lodging facilities. |  |
| 2. Explain the role and importance of housekeeping operation to lodging facility. |  |
| 3. Allocate staff positions to meet the needs of various lodging departments. |  |
| 4. Describe the role and responsibilities of lodging managers. |  |
| 5. Compare the advantages and disadvantages of independently owned and chain-affiliated lodging facilities. |  |
| 6. Analyze the departmental interrelationships of a lodging facility. |  |
| 7. Explain various check-in and check-out procedures used in the lodging industry. |  |
| 8. Understand reservation procedures used in the lodging industry. |  |
| **Lodging Career Pathway (HT-LOD) cont’d)** |
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| 9. Explain how room access policies and procedures ensure guest safety and minimize risks to the lodging facility. |  |
| 10. Explain how cash control procedures are used in the lodging industry. |  |
| 11. Explain how guests and property are protected to minimize losses or liabilities in the lodging facility. |  |
| 12. Explain the basic legal issues in lodging management. |  |
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| **Recreation, Amusements & Attractions Career Pathway (HT-REC)** |
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| 1. Describe career opportunities in the Recreation, Amusements & Attractions Career Pathway.
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| 2 Explain admission and traffic control procedures used to manage and control individuals, groups and vehicles in recreation, amusement and attraction venues. |  |
| 3. Determine the maintenance and technology needs for various recreations, amusement and attraction venues. |  |
| 4. Describe safety and security issues unique to the Recreation, Amusements & Attractions Career Pathway.t |  |
| 5. Compile a resource base to manage emergency situations in recreation, amusement and attraction venues. |  |
| 6. Identify safety and security issues for recreation, amusement and attraction venues that might require customer education. |  |
| 7. Compare different ticket sales options to maximize revenue for recreation, amusement and attraction venues. |  |
| 8. Describe the types of information and directions a guest would need at a recreation, amusement and attraction entry point. |  |
| 9. Develop marketing strategies for recreation, amusement and attractions venues. |  |

| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
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| **Recreation, Amusements & Attractions Career Pathway (HT-REC) (cont’d)** |
| 10. Analyze the merchandising, program and product potential for different recreation, amusement and attraction venues. |  |
| 11. Compare and contrast various types of recreation, amusement and attraction venues. |  |
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| **Restaurants & Food/Beverage Services Career Pathway (HT-RFB)** |
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| 1. Describe ethical and legal responsibilities in food and beverage service facilities. |  |
| 2. Demonstrate safety and sanitation procedures in food and beverage service facilities. |  |
| 3. Use information from cultural and geographical studies to guide customer service decisions in food and beverage service facilities. |  |
| 4. Demonstrate leadership qualities and collaboration with others. |  |
| 5. Research costs, pricing, market demands and marketing strategies to manage profitability in food and beverage service facilities. |  |
| 6. Explain the benefits of the use of computerized systems to manage food service operations and guest service. |  |
| 7. Utilize technical resources for food services and beverage operations to update or enhance present practice. |  |
| 8. Implement standard operating procedures related to food and beverage production and guest service. |  |
| 9. Describe career opportunities and qualifications in the restaurant and food service industry. |  |
| 10. Apply listening, reading, writing and speaking skills to enhance operations and customer service in food and beverage service facilities. |  |
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| **Crosswalk of CTCC With National Business Administration Standards** |
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| **CTCC** | **National Business Administration Standards** |
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| **Travel & Tourism Career Pathway (HT-TT)** |
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| 1. Apply information about time zones, seasons and domestic and international maps to create or enhance travel.. |  |
| 2. Apply unit and time conversion skills to develop travel schedules and compute cost, distance and time (including travel time) factors. |  |
| 3. Analyze cultural diversity factors to enhance travel planning. |  |
| 4. Assess the potential real and perceived) hazards related to multiple environments, and recommend appropriate safety, health and security measures for travelers. |  |
| 5. Develop a safety and security plan containing proactive and reactive solutions to manage emergency situations for travelers and staff. |  |
| 6. Use common travel and tourism terminology used to communicate within the industry. |  |
| 7. Customize travel and diverse transportation, lodging, cruise and food options. |  |
| 8. Compare and contrast services and products from related industries to understand and evaluate how they impact the delivery of travel and tourism products and services to customers. |  |
| 9. Identify the community elements necessary to maintain cooperative tourism development efforts. |  |
| 10. Develop a travel product that matches customer needs, wants, and expectations. |  |
| 11. Design promotional packages to effectively market travel and tourism. |  |
| 12. Select the most effective communication technique and media venue to convey travel marketing information to a target audience. |  |
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