

## Marketing Management Pathway

**Career Cluster:** Marketing

**Cluster Big Idea:**

- Relationships

**Cluster Enduring Understandings:**

- Price is a function of supply and demand.
- Marketing decisions involve a process that is based on consumer wants.
- Communication influences others.
- Money makes the world go around.
- A picture paints a thousand words.

**Cluster Essential Questions:**

- What is success?
- Why are customer relationships important?
- Can one hear but not listen?

**Pathway Big Idea:**

- Relationships

**Pathway Enduring Understandings:**

- Information on the Internet may or may not be valid.
- Patterns of consumer consumption inform production and marketing decisions.

**Pathway Essential Questions:**

- What impacts pricing?
- How can the cost of goods and services be set?
- What makes information “true?”
- How do we evaluate information?

**Standard Statement:** Students will use marketing concepts, functions, theories, and computerized tools to analyze the ways in which economic, consumer, and environmental variables affect the marketing process.

## Marketing Management Pathway

**Pathway Knowledge and Skills (what students should know and be able to do):**

Knowledge	Skills
Recognize appropriate software for task	Use appropriate software for various tasks
Ethics play a large part of business communications	Active listening
Familiarity with professional organizations	Effective verbal communication
Available career opportunities	Effective written communication
Strategies for disseminating information to assist in business decision-making	Follow directions through reading
	Manage marketing operations of a business

**Pathway Careers:** (Entrepreneur) Owner, Small Business Owner, Marketing Services Manager, Customer Satisfaction Manager, (Research) Project Manager, Forecasting Manager, Strategic Planner, Marketing Product Planner, Planning Analyst, Director of Market Development

## Marketing Management Pathway

### Instructional Area: Business Law

<b>Performance Element MM.01:</b> Examine the diversity of laws and regulations surrounding business in the United States.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
<p>Describe legal issues affecting businesses.</p> <p>Describe the nature of legally binding contracts.</p> <p>Discuss the nature of debtor-creditor relationships.</p> <p>Explain types of business ownership.</p>	<p>Explain the nature of contract exclusivity.</p> <p>Describe methods used to protect intellectual property.</p>	<p>Examine the commerce laws and regulations that facilitate business operations.</p> <p>Interpret tax laws and regulations in order to adhere to governmental requirements.</p> <p>Identify the basic torts relating to business enterprises.</p> <p>Explain the nature of agency relationships.</p> <p>Discuss the nature of environmental law.</p> <p>Discuss the role of administrative law.</p>
<b>Performance Element MM.02:</b> Explore the importance of ethical and legal behavior in marketing.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Explain the need for professional and ethical standards in marketing.</p> <p>Evaluate the responsibility of individuals to apply ethical standards.</p>	<p>Contrast consequences of unprofessional or unethical behavior.</p> <p>Discuss the legal ramifications of breaching rules and regulations.</p>

## Marketing Management Pathway

### Instructional Area: Channel Management

<b>Performance Element MM.03:</b> Acquire foundational knowledge of channel management and understand its role in marketing.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Explain the nature and scope of channel management.</p> <p>Explain the relationship between customer service and channel management.</p> <p>Explain the nature of channels of distribution.</p> <p>Describe the use of technology in channel management.</p> <p>Explain legal considerations in channel management.</p> <p>Evaluate ethical considerations in channel management.</p> <p>Establish distribution points.</p>	<p>Develop performance standards for suppliers.</p> <p>Compose new channels for products and services.</p> <p>Develop collaborative relationships with channel members.</p> <p>Generate channel management strategies.</p>
<b>Performance Element MM.04:</b> Understand how channel activities help minimize costs and determine distribution strategies.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Examine the performance standards of distributors.</p> <p>Evaluate buyer-seller relationships.</p>	<p>Assess channel management strategies.</p> <p>Conduct a total cost analysis of the channel.</p>

## Marketing Management Pathway

### Instructional Area: Customer Relations

<b>Performance Element MM.05:</b> Foster positive relationships with customers to enhance company image.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
<p>Explain the nature of positive customer relationships.</p> <p>Demonstrate a customer-service mind-set.</p> <p>Reinforce service orientation through communication.</p> <p>Respond to customer inquiries.</p> <p>Explain business policies to customers.</p>	<p>Explain the role of employees in customer relations.</p> <p>Handle customer complaints.</p>	<p>Determine ways to reinforce company image through employee promise.</p>

## Marketing Management Pathway

### Instructional Area: Economics

<b>Performance Element MM.06: Understand fundamental economic concepts to obtain a foundation for employment in business.</b>		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
Distinguish between economic goods and economic services. Explain the concept of economic resources. Describe the concepts of economics and economic activities. Determine economic utilities created by business activities. Explain the principles of supply and demand. Describe the functions of prices in markets.	Explain the types of economic systems. Discuss the concept of private enterprise. Identify factors affecting business profit. Determine factors affecting business risk.	Illustrate the concept of competition. Evaluate how markets function.
<b>Performance Element MM.07: Understand the nature of business and how business contributes to society.</b>		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
Explain the role of business in society. Describe types of business activities. Discuss the global environment in which businesses operate. Explain the nature of business ethics.	Explain how accounting impacts business. Explain the concept of fiscal policies. Interpret the relationship between government and business. Describe the nature of taxes. Forecast the impact of business activity cycles.	Describe the effects of fiscal and monetary policies. Explain the impact of the law of diminishing returns. Evaluate the nature of cost-benefit analysis. Analyze relationships between total revenue, marginal revenue, output, and profit. Measure the impact of cultural and social environments on global trade.

## Marketing Management Pathway

### Instructional Area: Financial Analysis

<b>Performance Element MM.08:</b> Understand the concepts needed to manage financial resources and ensure solvency.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
<p>Explain the role of finance in business.</p> <p>Explain forms of financial exchange (e.g., cash, credit, debit, and electronic funds transfer).</p> <p>Identify types of currency (e.g., paper money, coins, banknotes, governmental bonds, and treasury notes).</p> <p>Describe sources of income (e.g., wages and salaries, interest, rent, dividends, and transfer payments).</p>	<p>Evaluate project costs.</p> <p>Evaluate budgets.</p>	<p>Predict project costs.</p> <p>Interpret financial statements.</p>
<b>Performance Element MM.09:</b> Acquire foundational knowledge regarding the nature and scope of financing and credit.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
<p>Explain the nature of financial needs (e.g., college, retirement, wills, and insurance).</p> <p>Set financial goals.</p> <p>Develop a personal budget.</p> <p>Explain the nature of tax liabilities.</p> <p>Interpret a pay stub.</p> <p>Read and reconcile bank statements.</p> <p>Maintain financial records.</p> <p>Demonstrate the wise use of credit.</p> <p>Describe types of financial services providers.</p> <p>Describe the concept of insurance.</p>	<p>Implement accounting procedures to track money flow.</p> <p>Discuss the credit process.</p> <p>Explain legal responsibilities associated with financial exchanges.</p> <p>Describe the nature of budgets.</p> <p>Explain the purpose and importance of obtaining business credit.</p> <p>Determine financing needed for business operations.</p> <p>Discuss considerations in selecting a financial services provider.</p>	<p>Measure the cost-effectiveness of marketing expenditures.</p> <p>Identify speculative business risks.</p> <p>Explain the nature of risk management.</p>

## Marketing Management Pathway

<p>Explain the concept of accounting.</p> <p>Explain the need for accounting standards, such as Generally Accepted Accounting Principles (GAAP).</p> <p>Describe the nature of budgets.</p>		
<p><b>Performance Element MM.10:</b> Explain the accounting procedures used to track money flow and determine financial status.</p>		
<p><b>Performance Indicators:</b></p>		
<p><b>Core Level</b></p>	<p><b>Mid Level</b></p>	<p><b>Exit Level</b></p>
		<p>Explain the financial implications of product cannibalization.</p> <p>Forecast product-line profitability.</p>
<p><b>Performance Element MM.11:</b> Predict marketing finances in order to monitor and measure return on marketing investment (ROMI).</p>		
<p><b>Performance Indicators:</b></p>		
<p><b>Core Level</b></p>	<p><b>Mid Level</b></p>	<p><b>Exit Level</b></p>
	<p>Defend a marketing budget.</p>	<p>Calculate return on marketing investment (ROMI).</p> <p>Measure the cost-effectiveness of marketing expenditures.</p>

## Marketing Management Pathway

### Instructional Area: Human Resource Management

<b>Performance Element MM.12: Illustrate how staff growth and development can increase productivity and employee satisfaction.</b>		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
<p>Discuss the nature of human resource management.</p>	<p>Orient new employees.</p> <p>Explain the role of training and human resource development.</p> <p>Explain the nature of management or supervisory training.</p> <p>Coach employees.</p> <p>Maintain an ongoing discussion of issues related to compensation.</p> <p>Supervise staff.</p> <p>Ensure equitable opportunities for employees.</p> <p>Help employees to prioritize their work responsibilities.</p> <p>Delegate work to others.</p> <p>Coordinate the efforts of cross-functional teams to achieve project or company goals.</p> <p>Manage collaborative efforts.</p> <p>Harmonize tasks, projects, and employees in the context of business priorities.</p> <p>Handle employee complaints and grievances.</p> <p>List ways to motivate members of a team.</p> <p>Promote innovation.</p> <p>Conduct planning meetings.</p>	<p>Determine hiring needs.</p> <p>Screen job applications and résumés.</p> <p>Interview job applicants.</p> <p>Discuss employee compensation.</p> <p>Select and hire new employees.</p> <p>Conduct exit interviews.</p> <p>Dismiss or fire employees.</p> <p>Maintain human resource records.</p> <p>Explain issues associated with the payroll process.</p> <p>Explain the nature of remedial action.</p>

## Marketing Management Pathway

	<p>Explain staff training methods.</p> <p>Assess employee performance.</p> <p>Implement organizational skills (e.g., create staff schedules).</p>	
<b>Performance Element MM.13:</b> Show the relationship between resolving staff issues and enhancing productivity.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Use effective communication to resolve problems with workflow.</p> <p>Respond appropriately to employees depending on their different personality traits.</p>	
<b>Performance Element MM.14:</b> Examine how organizational skills facilitate work efforts.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
		Determine the internal and external resource requirements and responsibilities for projects.
<b>Performance Element MM.15:</b> Evaluate the concepts used to staff a department or a business.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
		<p>Evaluate the adequacy of staffing levels.</p> <p>Recommend key personnel to marketing positions.</p>

## Marketing Management Pathway

### Instructional Area: Marketing

<b>Performance Element MM.16:</b> Understand the relationship between marketing and marketing communications and show command of the nature and scope of both.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
<p>Explain marketing and its importance in a global economy.</p> <p>Describe marketing functions and related activities.</p> <p>Explain the role of promotion as a marketing function.</p> <p>Explain types of promotion.</p> <p>Explain the nature and scope of selling.</p> <p>Explain customer and business buying behavior.</p> <p>Describe the need for marketing information.</p>	<p>Identify information monitored for marketing decision making.</p> <p>Describe data collection methods (e.g., observations, mail, telephone, Internet, discussion groups, interviews, and scanners).</p> <p>Explain the concept of marketing strategies.</p> <p>Explain the concept of market and market identification.</p> <p>Explain the nature of marketing plans.</p> <p>Explain factors that affect pricing decisions.</p> <p>Identify product opportunities.</p> <p>Identify methods and techniques used to generate a product idea.</p> <p>Generate product ideas.</p>	<p>Differentiate between service marketing and product marketing.</p> <p>Analyze the relationship between promotion and marketing.</p> <p>Employ entrepreneurship discovery strategies to generate feasible ideas for business ventures.</p> <p>Identify a company's unique selling proposition.</p> <p>Identify internal and external service standards.</p> <p>Discuss methods employees can use to motivate decision making.</p>

## Marketing Management Pathway

### Instructional Area: Marketing Information Management

<b>Performance Element MM.17:</b> Acquire foundational knowledge regarding the nature and scope of marketing information management.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Describe the need for marketing information.</p> <p>Explain the nature and scope of marketing information management.</p> <p>Explain the role of ethics in marketing information management.</p> <p>Describe the use of technology in marketing information management.</p>	
<b>Performance Element MM.18:</b> Compile marketing research activities that ensure the appropriateness and adequacy of data collection efforts.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Explain the nature of marketing research.</p> <p>Explain the types of primary marketing research.</p> <p>Identify sources of primary and secondary data.</p> <p>Explain research techniques.</p> <p>Determine the research issue.</p> <p>Identify research approaches (e.g., observation, survey, and experiment) appropriate to the research issue.</p> <p>Identify the relationship between the research purpose and the marketing research objectives.</p>	<p>Describe types of rating scales (e.g., Likert scales, semantic differential scales, and behavior intention scales).</p> <p>Explain the use of diaries (e.g., product, media use, and contact).</p> <p>Explain the nature of qualitative research.</p> <p>Design a qualitative research study.</p>

## Marketing Management Pathway

	<p>Discuss the nature of sampling plans.</p> <p>Analyze media research tools.</p> <p>Select appropriate research techniques.</p>	
<b>Performance Element MM.19:</b> Understand data collection methods and evaluate their appropriateness for a certain research issue.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Identify information monitored for marketing decision making.</p> <p>Examine data collection methods (e.g., observations, mail, telephone, Internet, discussion groups, interviews, and scanners).</p> <p>Explain the concept of marketing strategies.</p> <p>Explain the concept of market and market identification.</p> <p>Explain the nature of marketing plans.</p> <p>Explain factors that affect pricing decisions.</p> <p>Develop a discussion guide for a qualitative research study.</p>	<p>Develop a screener for a qualitative research study.</p> <p>Recommend the sample for a qualitative research study.</p>
<b>Performance Element MM.20:</b> Interpret and synthesize marketing information to test hypotheses and resolve issues.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Describe techniques for processing marketing information.</p> <p>Explain the use of descriptive statistics in marketing decision making.</p>	<p>Interpret qualitative research findings.</p> <p>Assess marketing research briefs to determine comprehensiveness and clarity.</p>

## Marketing Management Pathway

<b>Performance Element MM.21:</b> Evaluate marketing information to ensure the accuracy and adequacy of data used in decision making.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Explain the nature of marketing research briefs.</p> <p>Determine the usefulness of marketing research briefs.</p> <p>Gather brand information.</p> <p>Conduct pre-campaign testing.</p> <p>Record performance of promotional activities.</p> <p>Chart trends (e.g., social, buying, and advertising agency).</p> <p>Analyze consumer behavior (e.g., media consumption and buying).</p> <p>Conduct an idea-generation session.</p> <p>Facilitate a research group.</p>	<p>Identify sources of error and bias (e.g., response errors, interviewer errors, non-response errors, and sample design).</p> <p>Evaluate questionnaire design (e.g., types of questions, question wording, routing, sequencing, length, and layout).</p> <p>Evaluate the strengths and weaknesses of information sources.</p> <p>Assess the timeliness of research information.</p> <p>Support the appropriateness of research methods for the research issue.</p>
<b>Performance Element MM.22:</b> Determine needs in order to develop a marketing information management system.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Assess marketing information needs.</p> <p>Identify issues and trends in marketing information management systems.</p> <p>Develop a marketing information management system.</p>	

## Marketing Management Pathway

<b>Performance Element MM.23:</b> Analyze marketing information to make educated marketing decisions.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Identify industry or economic trends that impact business activity.</p> <p>Probe entrepreneurship discovery strategies to generate feasible ideas for business ventures.</p> <p>Analyze market needs and opportunities.</p> <p>Anticipate market changes.</p>	<p>Determine current market position.</p> <p>Estimate market share.</p> <p>Prepare trend analyses.</p>
<b>Performance Element MM.24:</b> Analyze marketing information to help make and evaluate channel management decisions.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
		<p>Record cost data.</p> <p>Collect product quality data.</p> <p>Investigate and record information about domestic and foreign suppliers and manufacturers.</p>

## Marketing Management Pathway

<b>Performance Element MM.25:</b> Utilize marketing information to predict or analyze consumer behavior.		
<b>Performance Indicators:</b> <b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Predict demand patterns.</p> <p>Dissect demand analysis.</p> <p>Forecast changes in customer expectations.</p> <p>Evaluate product usage.</p> <p>Analyze purchasing behavior.</p> <p>Estimate the repeat purchase rate.</p> <p>Estimate the purchase cycle.</p> <p>Debate attitudes towards products and brands.</p> <p>Review customer-satisfaction studies.</p> <p>Analyze service sensitivity.</p>	
<b>Performance Element MM.26:</b> Apply marketing information to facilitate product- and service-management decisions.		
<b>Performance Indicators:</b> <b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
		<p>Prepare a product analysis.</p> <p>Prepare a product or brand situation analysis.</p> <p>Evaluate service-quality studies.</p> <p>Predict brand share.</p> <p>Assemble brand audit.</p>

## Marketing Management Pathway

<b>Performance Element MM.27:</b> Utilize marketing information to assess promotional activities.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	Measure media audience. Evaluate promotional activity.	
<b>Performance Element MM.28:</b> Report findings and relay research information to staff and customers.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	Display data in tables or in charts or graphs. Construct sales analysis reports. Use presentation software to support reports. Produce written reports to aid with decision making.	
<b>Performance Element MM.29:</b> Assess the quality of marketing research activities and identify areas of improvement.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
		Evaluate the quality of marketing research studies (e.g., sampling, validity and reliability, and bias). Assess the quality of contracted research firms.

## Marketing Management Pathway

### Instructional Area: Market Planning

<b>Performance Element MM.30: Interpret marketing information to develop a market plan and related activities.</b>		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Explain the concept of marketing.</p> <p>Explain the concept of market and market identification.</p> <p>Explain the nature of marketing plans.</p> <p>Identify ways to segment markets.</p> <p>Describe the nature of target marketing.</p> <p>Discuss current issues and trends.</p> <p>Develop a customer profile.</p> <p>Construct a marketing budget.</p> <p>Evaluate market opportunities.</p> <p>Explain the nature of sales forecasts.</p>	<p>Construct a marketing budget.</p> <p>Evaluate market opportunities.</p> <p>Identify considerations in implementing global marketing strategies.</p> <p>Explain the role of situational analysis in the marketing planning process.</p> <p>Conduct a market analysis.</p> <p>Conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis for use in the marketing planning process.</p> <p>Assess global trends and opportunities.</p> <p>Conduct a competitive analysis.</p> <p>Forecast sales for a marketing plan.</p> <p>Set marketing goals and objectives.</p> <p>Select marketing metrics.</p> <p>Set a marketing budget.</p> <p>Develop a marketing plan.</p>

## Marketing Management Pathway

<b>Performance Element MM.31: Assess marketing strategies to improve return on marketing investment (ROMI).</b>		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Understand economic indicators in order to recognize market trends and conditions.</p> <p>Explain marketing mix.</p> <p>Discuss sales and marketing solutions used to improve revenue growth.</p>	<p>Discuss sales and marketing solutions used to improve revenue growth.</p>

### Instructional Area: Operations

<b>Performance Element MM.32: Understand operation's role and function in business to value its contribution to a company.</b>		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
<p>Explain the nature of operations.</p>		
<b>Performance Element MM.33: Understand the health and safety regulations that help support a safe work environment.</b>		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
<p>Describe health and safety regulations in business.</p> <p>Explain procedures for reporting noncompliance with health and safety regulations.</p> <p>Follow instructions for the safe use of equipment, tools, and machinery.</p> <p>Follow safety precautions.</p>	<p>Discuss safety policies and procedures that minimize loss.</p> <p>Maintain a safe work environment.</p> <p>Explain procedures for handling accidents.</p> <p>Handle and report emergency situations.</p>	<p>Identify potential safety issues.</p> <p>Establish safety policies and procedures.</p> <p>Explain routine security precautions.</p> <p>Follow established security policies and procedures.</p> <p>Protect company information and intangibles.</p>

## Marketing Management Pathway

<b>Performance Element MM.34:</b> Apply quality-control processes to minimize errors and expedite workflow.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	Develop a schedule of assignments. Create an action plan to carry out assignments. Demonstrate project management skills.	
<b>Performance Element MM.35:</b> Develop policies and procedures to protect workplace and company security.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	Explain security considerations. Explain data security. Identify strategies for protecting a business Web-site. Identify strategies to protect online customer transactions.	Develop strategies to protect digital data. Implement security policies and procedures to minimize loss. Compose policies and procedures to protect workplace and company security.
<b>Performance Element MM.36:</b> Analyze vendor performance to choose those which provide the best marketing communications services and materials.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
Explain the nature and scope of purchasing.	Manage the bid process in purchasing. Select vendors. Place orders and reorders. Maintain an inventory of supplies.	Evaluate vendors' services. Negotiate terms with vendors.

## Marketing Management Pathway

<b>Performance Element MM.37:</b> Apply techniques to monitor the production of marketing communications materials.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
<p>Explain the concept of production.</p> <p>Describe production activities.</p>	<p>Utilize quality-control methods at work.</p> <p>Describe the crucial elements of a quality culture.</p> <p>Discuss the role of management in the achievement of quality.</p> <p>Establish efficient operating systems.</p> <p>Explain the role of employees in expense control.</p> <p>Control the use of supplies.</p> <p>Identify quality-control measures.</p> <p>Explain the nature of overhead and operating costs.</p>	<p>Evaluate the production of marketing communications materials.</p>
<b>Performance Element MM.38:</b> Implement organizational skills to improve efficiency and workflow.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Coordinate activities with those of other departments.</p> <p>Demonstrate project management skills.</p>	<p>Manage cross-functional projects.</p> <p>Assign work to external partners.</p> <p>Develop an operational plan of marketing activities and initiatives.</p>
<b>Performance Element MM.39:</b> Understand procurement activities.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Evaluate marketing data.</p> <p>Estimate services.</p>	

## Marketing Management Pathway

<b>Performance Element MM.40:</b> Demonstrate knowledge of business systems in order to maximize customer satisfaction and enhance business image.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	Define uniform marketing processes to streamline communications.	Manage a system for housing marketing assets (e.g., marketing collateral, promotional items, graphics, letterhead, and logos).
<b>Performance Element MM.41:</b> Understand expense-control strategies needed to enhance the financial well-being of a business.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	Inspect invoices. Review marketing budgets. Reorganize a marketing budget in response to new market opportunities.	

## Marketing Management Pathway

### Instructional Area: Pricing

<b>Performance Element MM.42:</b> Acquire foundational knowledge of pricing and understand its role in marketing.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Explain the nature and scope of pricing.</p> <p>Describe the role of business ethics in pricing.</p> <p>Explain the use of technology in pricing.</p> <p>Explain legal considerations in pricing.</p> <p>Explain pricing practices used in marketing communications.</p> <p>Evaluate the nature of pricing models.</p>	
<b>Performance Element MM.43:</b> Understand how pricing strategies help determine optimal prices.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Explain factors affecting pricing decisions.</p> <p>Determine the cost of a product. (e.g. breakeven, ROI, markup).</p> <p>Calculate break-even point.</p> <p>Establish pricing objectives.</p> <p>Select pricing policies.</p> <p>Determine discounts and allowances that can be used to adjust base prices.</p> <p>Determine terms of trading.</p> <p>Establish prices.</p> <p>Adjust prices to maximize profitability.</p>	<p>Discuss charges with vendors.</p> <p>Discuss contract terms.</p> <p>Establish a price for services.</p> <p>Evaluate prices to maximize profitability.</p>

## Marketing Management Pathway

Performance Element MM.44: Assess pricing strategies used to identify changes and improve profitability.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
		Review price fairness. Evaluate pricing decisions. Determine price sensitivity. Assess changes in price structure. Analyze variances to planned pricing.

### Instructional Area: Product and Service Management

Performance Element MM.45: Demonstrate knowledge regarding the nature and scope of product and service management activities.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	Explain the nature and scope of product and service management. Identify the impact of product life cycles on marketing decisions. Describe the use of technology in the product and service management. Explain business ethics related to product and service management. Explain the concept of “product” in marketing management. Describe services offered by the marketing management industry.	

## Marketing Management Pathway

<b>Performance Element MM.46:</b> Understand how the generation of product ideas contributes to ongoing business success.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	Generate marketing ideas. Evaluate marketing ideas. Develop a creative concept. Explain how quality assurance concepts enhance product and service offerings.	
<b>Performance Element MM.47:</b> Decide how to employ product-mix strategies to meet customer expectations.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	Analyze product needs and opportunities. Adapt product range to the needs of the target market segments. Develop product search methods. Determine product priorities. Monitor market innovations.	
<b>Performance Element MM.48:</b> Show how to position products and services to achieve a desired business image.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	Describe factors used by marketers to position product and services. Explain the nature of product and service branding. Develop a positioning concept for a new product or service idea. Communicate the core values of a product or	Explain equity positioning. Evaluate the effectiveness of marketing services. Determine strategies for balancing the standardization of services with the personalization of services. Develop strategies to position corporate brands.

## Marketing Management Pathway

	<p>service.</p> <p>Identify the competitive advantage of a product or service.</p> <p>Predict the competitive advantage of a product or service.</p>	Build corporate brands.
<p><b>Performance Element MM.49:</b> Apply the steps in the product development process, which are needed to maintain an up-to-date product pipeline.</p>		
<p><b>Performance Indicators:</b></p>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
		<p>Explain new product development processes.</p> <p>Determine product development objectives.</p> <p>Evaluate and process innovations.</p>
<p><b>Performance Element MM.50:</b> Identify product- and service-management activities that facilitate product development.</p>		
<p><b>Performance Indicators:</b></p>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Create a product or brand plan.</p> <p>Plan and manage a product or brand lifecycle.</p> <p>Develop a launch plan for a new product.</p> <p>Coordinate product launches.</p>	

## Marketing Management Pathway

<b>Performance Element MM.51:</b> Assess product- and service-management activities that increase profitability.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
		<p>Evaluate alternative marketing techniques and procedures for achieving product development objectives.</p> <p>Evaluate product mix.</p> <p>Assess product development activities.</p> <p>Evaluate product and service launches</p> <p>Construct a product or brand audit.</p>
<b>Performance Element MM.52:</b> Assess product packaging in order to improve its function and brand recognition.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
		<p>Assess product packaging requirements.</p> <p>Evaluate the graphic design of packages.</p> <p>Evaluate the adequacy of product packaging.</p> <p>Analyze reviews of product packaging.</p>
<b>Performance Element MM.53:</b> Apply quality assurances to enhance product and service offerings.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Describe the uses of grades and standards in marketing.</p> <p>Explain warranties and guarantees.</p> <p>Identify the consumer protection provisions of appropriate agencies.</p>	<p>Evaluate the customer experience.</p>

## Marketing Management Pathway

### Instructional Area: Promotion

Performance Element MM.54: Acquire foundational knowledge regarding the nature and scope of promotion.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Explain the role of promotion as a marketing function.</p> <p>Explain the types of promotion.</p> <p>Identify the elements of promotional mix.</p> <p>Describe the use of business ethics in promotion.</p> <p>Describe the use of technology in promotion.</p> <p>Describe the regulation of promotion.</p> <p>Explain types of advertising media.</p> <p>Explain the components of advertisements.</p> <p>Identify types of public relations activities.</p> <p>Explain considerations affecting global promotion.</p> <p>Explain the marketing communications development process.</p> <p>Discuss promotional channels and activities used to communicate with the target audience.</p> <p>Describe the use of advertisement components to communicate with the target audience.</p> <p>Analyze the use of public relations activities to communicate with the target audience.</p> <p>Interpret how to use trade shows or expositions to communicate with the target audience.</p>	<p>Support how promotional activities that maximize return on marketing effort.</p> <p>Evaluate the long- and short-term results of promotional efforts.</p>

## Marketing Management Pathway

<b>Performance Element MM.55:</b> Understand how community outreach can foster a positive company image and networking opportunities.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Explain the importance of company involvement in community activities.</p> <p>Propose community issues for company involvement.</p> <p>Participate in community outreach activities.</p>	
<b>Performance Element MM.56:</b> Plan and evaluate promotional activities that maximize return on promotional efforts.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Develop communications objectives.</p> <p>Compose promotional-mix activities.</p>	<p>Develop an advertising plan to achieve communications objectives.</p> <p>Design a sales promotion plan to achieve communications objectives.</p> <p>Prepare a public relations or publicity plan to achieve communications objectives.</p> <p>Evaluate the allocation of promotional effort.</p>
<b>Performance Element MM.57:</b> Discover the value a consultant or an outside agency brings to promotional planning and development.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
		<p>Create written briefs for outside agencies and consultants.</p> <p>Assess relationships with outside agencies and consultants.</p>

## Marketing Management Pathway

<b>Performance Element MM.58:</b> Understand the use of metrics to measure the effectiveness of marketing communications.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	Identify ways to track marketing communications activities.	Select metrics to measure the effectiveness of marketing communications.  Apply metrics to measure the effectiveness of marketing communications.
<b>Performance Element MM.59:</b> Evaluate the design principles of advertising layouts in order to communicate with designers.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	Describe the use of color in advertisements. Identify the elements of design. Discuss the use of illustrations in advertisements. Evaluate the nature of typography. Explain type styles used in advertisements. Describe effective advertising layouts. Identify types of drawing media. Explain the impact of color harmonies on composition. Judge digital color concepts.	

## Marketing Management Pathway

### Instructional Area: Selling

<b>Performance Element MM.60:</b> Build product knowledge and remain equipped to solve customer problems.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Acquire knowledge of products and brands.</p> <p>Research the nature and scope of selling.</p> <p>Use product knowledge to communicate product benefits and features and ensure that the product is appropriate for a target customer.</p> <p>Illustrate techniques of personal selling and sales processes to enhance customer relationships and increase the likelihood of sales.</p> <p>Explain the key factors in building a clientele.</p> <p>Demonstrate the use of technology in selling.</p> <p>Describe the nature of selling regulations.</p>	<p>Illustrate techniques of personal selling and sales processes to enhance customer relationships and increase the likelihood of sales.</p>
<b>Performance Element MM.61:</b> Understand how staff development improves sales rates and minimizes staff turnover.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	<p>Explain the nature of the induction program for sales staff.</p> <p>Analyze sales staff activity and results.</p>	<p>Research the knowledge gap analysis of sales staff.</p>

## Marketing Management Pathway

<b>Performance Element MM.62:</b> Identify and describe sales procedures and activities that improve return on investment (ROI).		
<b>Performance Indicators:</b>		
Core Level	Mid Level	Exit Level
		Monitor the ability of sales management to conduct customer service operations.  Assess the compensation packages of sales staff.  Support sales operations.

### Instructional Area: Strategic Management

<b>Performance Element MM.63:</b> Practice employing planning tools that guide the activities of a department or business.		
<b>Performance Indicators:</b>		
Core Level	Mid Level	Exit Level
Explain the concept of management.  Explain the nature of business plans.	Develop business goals and objectives.  Define business mission.  Align marketing activities with business goals and objectives.  Provide input related to strategic planning.  Identify the nature of managerial ethics.	Align marketing activities with business objectives.  Provide input into strategic planning.  Conduct gap analysis to determine organization's capability.  Develop departmental structure.  Determine strategic marketing planning structure.

## Marketing Management Pathway

<b>Performance Element MM.64:</b> Explain how the activities of a department or business encourage growth and development.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
	Describe the nature of managerial control (e.g., the control process, types of control, and what is controlled).	<p>Show the effect of marketing strategy on marketing goals/objectives.</p> <p>Assess achievement of marketing objectives.</p> <p>Create marketing policies.</p> <p>Establish a marketing cost-control system.</p> <p>Select metrics for measuring success.</p> <p>Design a marketing performance measurement system.</p> <p>Modify marketing strategies based on performance results.</p>

### **Instructional Area: DECA, An Association of Marketing Students**

<b>Performance Element MM.65:</b> Participate in professional activities to develop career skills and an awareness of employer expectations.
<b>Performance Element MM.66:</b> Participate in civic activities and provide service to the chapter, school, community, or country.
<b>Performance Element MM.67:</b> Participate in fiscal planning to help the organization finance its activities.
<b>Performance Element MM.68:</b> Participate in entrepreneurial activities to gain knowledge of free enterprise.

## Marketing Management Pathway

*Performance Elements 69-78 should be integrated into all Instructional Areas.*

### Career Development

<b>Performance Element MM.69:</b> Understand how career-advancement activities enhance employee professional development in business.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
<p>Identify desirable personality traits that are important for business professionals.</p> <p>Exhibit self-confidence.</p> <p>Demonstrate interest and enthusiasm.</p> <p>Demonstrate initiative.</p> <p>Demonstrate responsible behavior.</p> <p>Demonstrate honesty and integrity.</p> <p>Demonstrate ethical work habits.</p> <p>Maintain a positive attitude.</p> <p>Demonstrate self-control.</p> <p>Explain how feedback aids personal growth.</p> <p>Adjust to change.</p> <p>Respect the privacy of others.</p> <p>Show empathy for others.</p> <p>Exhibit cultural sensitivity.</p>	<p>Conduct a self-assessment of marketing communication skills.</p> <p>Identify requirements for professional certifications.</p> <p>Participate in the activities of professional organizations.</p>	<p>Review the skills needed to find jobs and obtain employment.</p> <p>Participate in career planning to enhance the potential for job success.</p>

# Marketing Management Pathway

<b>Performance Element MM.70:</b> Acquire self-development skills to enhance relationships and improve efficiency in the work environment.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
Maintain appropriate personal appearance. Set personal goals. Explain the need for innovation skills. Make decisions. Demonstrate problem-solving skills. Demonstrate appropriate creativity. Use time-management skills.		

## Marketing Management Pathway

<p><b>Performance Element MM.71:</b> Acquire knowledge of marketing management and implement job seeking skills to make informed career choices.</p>		
<p><b>Performance Indicators:</b></p>		
<p><b>Core Level</b></p>	<p><b>Mid Level</b></p>	<p><b>Exit Level</b></p>
<p>Utilize career- and job-search strategies.</p> <p>Complete a job application.</p> <p>Interview for a job.</p> <p>Write a follow-up letter after a job interview.</p> <p>Write a letter of application.</p> <p>Prepare a résumé.</p> <p>Use networking techniques to identify employment opportunities.</p> <p>Describe ways to obtain work experience (e.g., volunteer activities or internships).</p> <p>Explain the need for an employee to engage in ongoing education.</p> <p>Explain possible advancement patterns for jobs.</p> <p>Identify the skills needed to enhance career progression.</p> <p>Utilize resources that can contribute to professional development (e.g., trade journals or periodicals, professional or trade associations, classes or seminars, trade shows, and mentors).</p>	<p>Explain the nature of marketing management.</p> <p>Explain career opportunities in marketing management.</p>	<p>Compile career opportunities in marketing management.</p> <p>Employ career-advancement strategies in marketing.</p> <p>Participate in professional organizations in marketing.</p>

## Marketing Management Pathway

### Communication Skills

<b>Performance Element MM.72:</b> Read to acquire meaning and apply the information to a task.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
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.
<b>Performance Element MM.73:</b> Apply active listening skills and demonstrate an understanding of what someone has said.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
Explain communication techniques that support and encourage a speaker. Follow oral directions. Demonstrate active listening skills.		
<b>Performance Element MM.74:</b> Apply verbal skills to obtain and convey information.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
Explain the nature of effective verbal communication. Ask relevant questions. Interpret nonverbal cues. Provide legitimate responses to inquiries. Give verbal directions. Employ communication styles that are appropriate		

## Marketing Management Pathway

<p>for the target audience.</p> <p>Defend ideas objectively.</p> <p>Handle telephone calls in a professional manner.</p> <p>Participate in group discussions.</p> <p>Create oral presentations.</p>		
<p><b>Performance Element MM.75:</b> Record information to maintain and present a report of business activity.</p>		
<p><b>Performance Indicators:</b></p>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
<p>Utilize note-taking strategies.</p> <p>Organize information.</p> <p>Select and use appropriate graphic aids.</p>		
<p><b>Performance Element MM.76:</b> Write internal and external business correspondence to convey and obtain information effectively.</p>		
<p><b>Performance Indicators:</b></p>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
<p>Explain the nature of effective written communication.</p> <p>Select and utilize appropriate formats for professional writing.</p> <p>Edit and revise written work to remain consistent with professional standards.</p> <p>Write professional e-mails.</p> <p>Write business letters.</p> <p>Write informational messages.</p> <p>Write inquiries.</p> <p>Write persuasive messages.</p> <p>Prepare simple written reports.</p>	<p>Design informational messages.</p> <p>Generate inquiries.</p> <p>Choose appropriate channels for workplace communication.</p>	<p>Update employees on business and economic trends.</p> <p>Write executive summaries.</p> <p>Write management reports.</p>

## Marketing Management Pathway

### Information Management

<b>Performance Element MM.77:</b> Utilize information technology tools to manage and perform marketing work responsibilities.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
<p>Identify ways in which technology impacts business.</p> <p>Explain the role of information systems.</p> <p>Discuss principles of computer systems.</p> <p>Identify basic operating systems.</p> <p>Use a basic operating system.</p> <p>Describe the scope of the Internet.</p> <p>Demonstrate basic e-mail functions.</p> <p>Describe personal information management applications and productivity applications.</p> <p>Demonstrate advanced Internet search skills.</p> <p>Demonstrate basic word processing skills.</p> <p>Demonstrate basic presentation applications.</p> <p>Demonstrate basic database applications.</p> <p>Demonstrate basic spreadsheet applications.</p> <p>Use an integrated business software application package.</p>	<p>Analyze the impact of technology on marketing.</p> <p>Apply software to automate services.</p>	<p>Apply marketing operations management software (i.e., software that automates marketing operations processes).</p> <p>Determine types of technology needed by a company or agency.</p>

## Marketing Management Pathway

<b>Performance Element MM.78:</b> Use information literacy skills to increase workplace efficiency and effectiveness.		
<b>Performance Indicators:</b>		
<b>Core Level</b>	<b>Mid Level</b>	<b>Exit Level</b>
<p>Explain legal issues associated with the use of information.</p> <p>Assess information needs.</p> <p>Obtain needed information efficiently.</p> <p>Evaluate the quality and source of information.</p> <p>Apply information to accomplish a task.</p> <p>Store information for future use.</p>	<p>Describe the nature of business records.</p> <p>Maintain customer records.</p> <p>Manage information sources (e.g., where to look, what exists, and how to manage data).</p>	<p>Describe current business trends.</p> <p>Monitor internal records for business information.</p> <p>Conduct an environmental scan to obtain business information.</p> <p>Interpret statistical findings.</p>