The Pathway Knowledge and Skills Chart describes what all/most learners/workers need to know and be able to do to demonstrate competence within a career pathway. Following the pathway description, there are four sets of knowledge and skill expectations:

A. Foundational Academic Expectations

B. Essential Knowledge and Skills

C. Cluster (Foundation) Knowledge and Skills

D. Pathway Knowledge and Skills

PATHWAY DESCRIPTION

Marketing Research: Employees in marketing research are concerned with understanding people and organizations. They collect and analyze many different types of information to design new products, to predict future sales and to position their own company's strategies against those of its competitors.
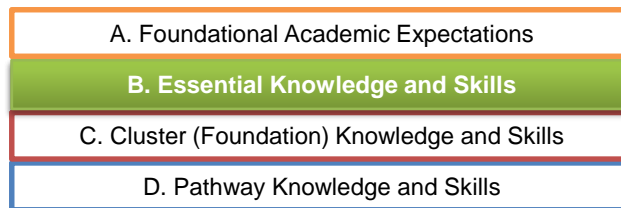
A. FOUNDATIONAL ACADEMIC EXPECTATIONS

All secondary students should meet their state's academic standards. All Essential Cluster and Pathway Knowledge and Skills are predicated on the assumption that foundational academic skills have been attained. Some knowledge and skill statements will further define critical linkages and applications of academics in the cluster and/or pathway.

A. Foundational Academic Expectations

B. Essential Knowledge and Skills

C. Cluster (Foundation) Knowledge and Skills

D. Pathway Knowledge and Skills
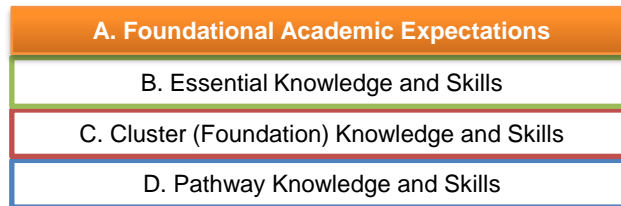
B. ESSENTIAL KNOWLEDGE AND SKILLS

The following Essential Knowledge and Skill statements apply to careers in all clusters and pathways. Persons preparing for careers in this pathway should be able to demonstrate these skills in the context of this cluster and pathway.

A. Foundational Academic Expectations

B. Essential Knowledge and Skills

C. Cluster (Foundation) Knowledge and Skills

D. Pathway Knowledge and Skills

Essential Topic ESS01	**ACADEMIC FOUNDATIONS:** *Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.*
ESS01.01	**Complete required training, education, and certification to prepare for employment in a particular career field.**

ESS01.01.01	Identify training, education and certification requirements for occupational choice.
ESS01.01.02	Participate in career-related training and/or degree programs.
ESS01.01.03	Pass certification tests to qualify for licensure and/or certification in chosen occupational area.

ESS01.02   **Demonstrate language arts knowledge and skills required to pursue the full range of post-secondary education and career opportunities.**

ESS01.02.01	Model behaviors that demonstrate active listening.
ESS01.02.02	Adapt language for audience, purpose, situation. (i.e. diction/structure, style).
ESS01.02.03	Organize oral and written information.
ESS01.02.04	Compose focused copy for a variety of written documents such as agendas, audio-visuals, bibliographies, drafts, forms/documents, notes, oral presentations, reports, and technical terminology.
ESS01.02.05	Edit copy to create focused written documents such as agendas, audio-visuals, bibliographies, drafts, forms/documents, notes, oral presentations, reports, and technical terminology.
ESS01.02.06	Comprehend key elements of oral and written information such as cause/effect, comparisons/contrasts, conclusions, context, purpose, charts/tables/graphs, evaluation/critiques, mood, persuasive text, sequence, summaries, and technical subject matter.
ESS01.02.07	Evaluate oral and written information for accuracy, adequacy/sufficiency, appropriateness, clarity, conclusions/solutions, fact/opinion, propaganda, relevancy, validity, and relationship of ideas.
ESS01.02.08	Identify assumptions, purpose, outcomes/solutions, and propaganda techniques.
ESS01.02.09	Predict potential outcomes and/or solutions based on oral and written information regarding trends.
ESS01.02.10	Present formal and informal speeches including discussion, information requests, interpretation, and persuasive arguments.

ESS01.03   **Demonstrate mathematics knowledge and skills required to pursue the full range of post-secondary education and career opportunities.**

ESS01.03.01	Identify whole numbers, decimals, and fractions.
ESS01.03.02	Demonstrate knowledge of basic arithmetic operations such as addition, subtraction, multiplication, and division.
ESS01.03.03	Demonstrate use of relational expressions such as equal to, not equal, greater than, less than, etc.
ESS01.03.04	Apply data and measurements to solve a problem.
ESS01.03.05	Analyze Mathematical problem statements for missing and/or irrelevant data.
ESS01.03.06	Construct charts/tables/graphs from functions and data.
ESS01.03.07	Analyze data when interpreting operational documents.

ESS01.04	**Demonstrate science knowledge and skills required to pursue the full range of post-secondary and career education opportunities.**
ESS01.04.01	Evaluate scientific constructs including conclusions, conflicting data, controls, data, inferences, limitations, questions, sources of errors, and variables.
ESS01.04.02	Apply scientific methods in qualitative and quantitative analysis, data gathering, direct and indirect observation, predictions, and problem identification.

Essential Topic ESS02	**COMMUNICATIONS:** *Use oral and written communication skills in creating, expressing and interpreting information and ideas including technical terminology and information.*
ESS02.01	**Select and employ appropriate reading and communication strategies to learn and use technical concepts and vocabulary in practice.**
ESS02.01.01	Determine the most appropriate reading strategy for identifying the overarching purpose of a text (i.e. skimming, reading for detail, reading for meaning or critical analysis).
ESS02.01.02	Demonstrate use of content, technical concepts and vocabulary when analyzing information and following directions.
ESS02.01.03	Select the reading strategy or strategies needed to fully comprehend the content within a written document (i.e., skimming, reading for detail, reading for meaning or critical analysis).
ESS02.01.04	Interpret information, data, and observations to apply information learned from reading to actual practice.
ESS02.01.05	Transcribe information, data, and observations to apply information learned from reading to actual practice.
ESS02.01.06	Communicate information, data, and observations to apply information learned from reading to actual practice.
ESS02.02	**Demonstrate use of the concepts, strategies, and systems for obtaining and conveying ideas and information to enhance communication in the workplace.**
ESS02.02.01	Employ verbal skills when obtaining and conveying information.
ESS02.02.02	Record information needed to present a report on a given topic or problem.
ESS02.02.03	Write internal and external business correspondence that conveys and/or obtains information effectively.
ESS02.02.04	Communicate with other employees to clarify workplace objectives.
ESS02.02.05	Communicate effectively with customers and employees to foster positive relationships.
ESS02.03	**Locate, organize and reference written information from various sources to communicate with co-workers and clients/participants.**

ESS02.03.01	Locate written information used to communicate with co-workers and customers.
ESS02.03.02	Organize information to use in written and oral communications.
ESS02.03.03	Reference the sources of information.

ESS02.04   **Evaluate and use information resources to accomplish specific occupational tasks.**

| ESS02.04.01 | Use informational texts, Internet web sites, and/or technical materials to review and apply information sources for occupational tasks. |
| ESS02.04.02 | Evaluate the reliability of information from informational texts, Internet Web sites, and/or technical materials and resources. |

ESS02.05   **Use correct grammar, punctuation and terminology to write and edit documents.**

ESS02.05.01	Compose multi-paragraph documents clearly, succinctly, and accurately.
ESS02.05.02	Use descriptions of audience and purpose when preparing and editing written documents.
ESS02.05.03	Use correct grammar, spelling, punctuation, and capitalization when preparing written documents.

ESS02.06   **Develop and deliver formal and informal presentations using appropriate media to engage and inform audiences.**

ESS02.06.01	Prepare oral presentations to provide information for specific purposes and audiences.
ESS02.06.02	Identify support materials that will enhance an oral presentation.
ESS02.06.03	Prepare support materials that will enhance an oral presentation.
ESS02.06.04	Deliver an oral presentation that sustains listeners' attention and interest.
ESS02.06.05	Align presentation strategies to the intended audience.
ESS02.06.06	Implement multi-media strategies for presentations.

ESS02.07   **Interpret verbal and nonverbal cues/behaviors to enhance communication with co-workers and clients/participants.**

| ESS02.07.01 | Interpret verbal behaviors when communicating with clients and co-workers. |
| ESS02.07.02 | Interpret nonverbal behaviors when communicating with clients and co-workers. |

ESS02.08   **Apply active listening skills to obtain and clarify information.**

| ESS02.08.01 | Interpret a given verbal message/information. |
| ESS02.08.02 | Respond with restatement and clarification techniques to clarify information. |

ESS02.09   **Develop and interpret tables, charts, and figures to support written and oral communications.**

| ESS02.09.01 | Create tables, charts, and figures to support written and oral communications. |
| ESS02.09.02 | Interpret tables, charts, and figures used to support written and oral communication. |

ESS02.10	**Listen to and speak with diverse individuals to enhance communication skills.**
ESS02.10.01	Apply factors and strategies for communicating with a diverse workforce.
ESS02.10.02	Demonstrate ability to communicate and resolve conflicts within a diverse workforce.
ESS02.11	**Exhibit public relations skills to increase internal and external customer/client satisfaction.**
ESS02.11.01	Communicate effectively when developing positive customer/client relationships.

Essential Topic ESS03	**PROBLEM-SOLVING AND CRITICAL THINKING:** *Solve problems using critical thinking skills (analyze, synthesize, and evaluate) independently and in teams. Solve problems using creativity and innovation.*
ESS03.01	**Employ critical thinking skills independently and in teams to solve problems and make decisions (e.g., analyze, synthesize and evaluate).**
ESS03.01.01	Identify common tasks that require employees to use problem-solving skills.
ESS03.01.02	Analyze elements of a problem to develop creative solutions.
ESS03.01.03	Describe the value of using problem-solving and critical thinking skills to improve a situation or process.
ESS03.01.04	Create ideas, proposals, and solutions to problems.
ESS03.01.05	Evaluate ideas, proposals, and solutions to problems.
ESS03.01.06	Use structured problem-solving methods when developing proposals and solutions.
ESS03.01.07	Generate new and creative ideas to solve problems by brainstorming possible solutions.
ESS03.01.08	Critically analyze information to determine value to the problem-solving task.
ESS03.01.09	Guide individuals through the process of recognizing concerns and making informed decisions.
ESS03.01.10	Identify alternatives using a variety of problem-solving and critical thinking skills.
ESS03.01.11	Evaluate alternatives using a variety of problem-solving and critical thinking skills.
ESS03.02	**Employ critical thinking and interpersonal skills to resolve conflicts with staff and/or customers.**
ESS03.02.01	Analyze situations and behaviors that affect conflict management.
ESS03.02.02	Determine best options/outcomes for conflict resolution using critical thinking skills.
ESS03.02.03	Identify with others' feelings, needs, and concerns.
ESS03.02.04	Implement stress management techniques.
ESS03.02.05	Resolve conflicts with/for customers using conflict resolution skills.
ESS03.02.06	Implement conflict resolution skills to address staff issues/problems.

ESS03.03	**Identify, write and monitor workplace performance goals to guide progress in assigned areas of responsibility and accountability.**

ESS03.03.01	Write realistic performance goals, objectives and action plans.
ESS03.03.02	Monitor performance goals and adjust as necessary.
ESS03.03.03	Recognize goal achievement using appropriate rewards in the workplace.
ESS03.03.04	Communicate goal achievement with managers and co-workers.

ESS03.04	**Conduct technical research to gather information necessary for decision-making.**
ESS03.04.01	Align the information gathered to the needs of the audience.
ESS03.04.02	Gather technical information and data using a variety of resources.
ESS03.04.03	Analyze information and data for value to the research objectives.
ESS03.04.04	Evaluate information and data to determine value to research objectives.

Essential Topic ESS04	**INFORMATION TECHNOLOGY APPLICATIONS:** *Use information technology tools specific to the career cluster to access, manage, integrate, and create information.*

ESS04.01	**Use Personal Information Management (PIM) applications to increase workplace efficiency.**
ESS04.01.01	Manage personal schedules and contact information.
ESS04.01.02	Create memos and notes.
ESS04.02	**Employ technological tools to expedite workflow.**
ESS04.02.01	Use information technology tools to manage and perform work responsibilities.
ESS04.03	**Operate electronic mail applications to communicate within a workplace.**
ESS04.03.01	Use email to share files and documents.
ESS04.03.02	Identify the functions and purpose of email systems.
ESS04.03.03	Use email to communicate within and across organizations.
ESS04.04	**Operate Internet applications to perform workplace tasks.**
ESS04.04.01	Access and navigate Internet (e.g., use a web browser).
ESS04.04.02	Search for information and resources.
ESS04.04.03	Evaluate Internet resources for reliability and validity.
ESS04.05	**Operate writing and publishing applications to prepare business communications.**
ESS04.05.01	Prepare simple documents and other business communications.
ESS04.05.02	Prepare reports and other business communications by integrating graphics and other non-text elements.
ESS04.05.03	Prepare complex multi-media publications.
ESS04.06	**Operate presentation applications to prepare presentations.**
ESS04.06.01	Prepare presentations for training, sales and information sharing.
ESS04.06.02	Deliver presentations with supporting materials.

ESS04.07	**Employ spreadsheet applications to organize and manipulate data.**
ESS04.07.01	Create a spreadsheet.
ESS04.07.02	Perform calculations and analyses on data using a spreadsheet.
ESS04.08	**Employ database applications to manage data.**
ESS04.08.01	Manipulate data elements.
ESS04.08.02	Manage interrelated data elements.
ESS04.08.03	Analyze interrelated data elements.
ESS04.08.04	Generate reports showing interrelated data elements.
ESS04.09	**Employ collaborative/groupware applications to facilitate group work.**
ESS04.09.01	Facilitate group work through management of shared schedule and contact information.
ESS04.09.02	Facilitate group work through management of shared files and online information.
ESS04.09.03	Facilitate group work through instant messaging or virtual meetings.
ESS04.10	**Employ computer operations applications to manage work tasks.**
ESS04.10.01	Manage computer operations.
ESS04.10.02	Manage file storage.
ESS04.10.03	Compress or alter files.
ESS04.11	**Use computer-based equipment (containing embedded computers or processors) to control devices.**
ESS04.11.01	Operate computer driven equipment and machines.
ESS04.11.02	Use installation and operation manuals.
ESS04.11.03	Troubleshoot computer driven equipment and machines.
ESS04.11.04	Access support as needed to maintain operation of computer driven equipment and machines.

Essential Topic ESS05	**SYSTEMS:** *Understand roles within teams, work units, departments, organizations, inter-organizational systems, and the larger environment. Identify how key organizational systems affect organizational performance and the quality of products and services. Understand global context of industries and careers.*
ESS05.01	**Describe the nature and types of business organizations to build an understanding of the scope of organizations.**
ESS05.01.01	List the types and functions of businesses.
ESS05.01.02	Describe the types and functions of businesses.
ESS05.01.03	Explain the functions and interactions of common departments within a business.
ESS05.02	**Implement quality control systems and practices to ensure quality products and services.**
ESS05.02.01	Describe quality control standards and practices common to the workplace.

Essential Topic ESS06	**SAFETY, HEALTH AND ENVIRONMENTAL:** *Understand the importance of health, safety, and environmental management systems in organizations and their importance to organizational performance and regulatory compliance. Follow organizational policies and procedures and contribute to continuous improvement in performance and compliance.*

ESS06.01	**Implement personal and jobsite safety rules and regulations to maintain safe and healthful working conditions and environments.**
ESS06.01.01	Assess workplace conditions with regard to safety and health.
ESS06.01.02	Align safety issues with appropriate safety standards to ensure a safe workplace/jobsite.
ESS06.01.03	Identify safety hazards common to workplaces.
ESS06.01.04	Identify safety precautions to maintain a safe worksite.
ESS06.01.05	Select appropriate personal protective equipment as needed for a safe workplace/jobsite.
ESS06.01.06	Inspect personal protective equipment commonly used for selected career pathway.
ESS06.01.07	Use personal protective equipment according to manufacturer rules and regulations.
ESS06.01.08	Employ a safety hierarchy and communication system within the workplace/jobsite.
ESS06.01.09	Implement safety precautions to maintain a safe worksite.
ESS06.02	**Complete work tasks in accordance with employee rights and responsibilities and employers obligations to maintain workplace safety and health.**
ESS06.02.01	Identify rules and laws designed to promote safety and health in the workplace.
ESS06.02.02	State the rationale of rules and laws designed to promote safety and health.
ESS06.03	**Employ emergency procedures as necessary to provide aid in workplace accidents.**
ESS06.03.01	Use knowledge of First Aid procedures as necessary.
ESS06.03.02	Use knowledge of CPR procedures as necessary.
ESS06.03.03	Use safety equipment as necessary.
ESS06.04	**Employ knowledge of response techniques to create a disaster and/or emergency response plan.**
ESS06.04.01	Complete an assessment of an emergency and/or disaster situation.
ESS06.04.02	Create an emergency and/or disaster plan.

Essential Topic ESS07	**LEADERSHIP AND TEAMWORK:** *Use leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives.*

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

ESS07.01.01	Analyze the various roles of leaders within organizations (e.g. contribute ideas; share in building an organization; act as role models to employees by adhering to company policies, procedures, and standards; promote the organization's vision; and mentor others).
ESS07.01.02	Exhibit traits such as empowerment, risk, communication, focusing on results, decision-making, problem solution, and investment in individuals when leading a group in solving a problem.
ESS07.01.03	Exhibit traits such as compassion, service, listening, coaching, developing others, team development, and understanding and appreciating others when acting as a manager of others in the workplace.
ESS07.01.04	Exhibit traits such as enthusiasm, creativity, conviction, mission, courage, concept, focus, principle-centered living, and change when interacting with others in general.
ESS07.01.05	Consider issues related to self, team, community, diversity, environment, and global awareness when leading others.
ESS07.01.06	Exhibit traits such as innovation, intuition, adaptation, life-long learning and coachability to develop leadership potential over time.
ESS07.01.07	Analyze leadership in relation to trust, positive attitude, integrity, and willingness to accept key responsibilities in a work situation.
ESS07.01.08	Describe observations of outstanding leaders using effective management styles.
ESS07.01.09	Participate in civic and community leadership and teamwork opportunities to enhance skills.

ESS07.02   Employ organizational and staff development skills to foster positive working relationships and accomplish organizational goals.

ESS07.02.01	Implement organizational skills when facilitating others' work efforts.
ESS07.02.02	Explain how to manage a staff that satisfies work demands while adhering to budget constraints.
ESS07.02.03	Describe how staff growth and development to increase productivity and employee satisfaction.
ESS07.02.04	Organize team involvement within a group environment.
ESS07.02.05	Work with others to develop and gain commitment to team goals.
ESS07.02.06	Distribute responsibility and work load fairly.
ESS07.02.07	Model leadership and teamwork qualities to aid in employee morale.
ESS07.02.08	Identify best practices for successful team functioning.
ESS07.02.09	Explain best practices for successful team functioning.

ESS07.03   Employ teamwork skills to achieve collective goals and use team members' talents effectively.

ESS07.03.01	Work with others to achieve objectives in a timely manner.
ESS07.03.02	Promote the full involvement and use of team members' individual talents and skills.
ESS07.03.03	Employ conflict-management skills to facilitate solutions.

ESS07.03.04	Demonstrate teamwork skills through working cooperatively with co-workers, supervisory staff, and others, both in and out of the organization, to achieve particular tasks.
ESS07.03.05	Demonstrate teamwork processes that provide team building, consensus, continuous improvement, respect for the opinions of others, cooperation, adaptability, and conflict resolution.
ESS07.03.06	Develop plans to improve team performance.
ESS07.03.07	Demonstrate commitment to and a positive attitude toward team goals.
ESS07.03.08	Take responsibility for shared group and individual work tasks.
ESS07.03.09	Assist team members in completing their work.
ESS07.03.10	Adapt effectively to changes in projects and work activities.
ESS07.03.11	Negotiate effectively to arrive at decisions.

ESS07.04 — **Establish and maintain effective working relationships with all levels of personnel and other departments in order to accomplish objectives and tasks.**

ESS07.04.01	Build effective working relationships using interpersonal skills.
ESS07.04.02	Use positive interpersonal skills to work cooperatively with co-workers representing different cultures, genders and backgrounds.
ESS07.04.03	Manage personal skills to accomplish assignments.
ESS07.04.04	Treat people with respect.
ESS07.04.05	Provide constructive praise and criticism.
ESS07.04.06	Demonstrate sensitivity to and value for diversity.
ESS07.04.07	Manage stress and control emotions.

ESS07.05 — **Conduct and participate in meetings to accomplish work tasks.**

ESS07.05.01	Develop meeting goals, objectives and agenda.
ESS07.05.02	Assign responsibilities for preparing materials and leading discussions.
ESS07.05.03	Prepare materials for leading discussion.
ESS07.05.04	Assemble and distribute meeting materials.
ESS07.05.05	Conduct meeting to achieve objectives within scheduled time.
ESS07.05.06	Demonstrate effective communication skills in meetings.
ESS07.05.07	Produce meeting minutes including decisions and next steps.
ESS07.05.08	Use parliamentary procedure, as needed, to conduct meetings.

ESS07.06 — **Employ mentoring skills to inspire and teach others.**

ESS07.06.01	Use motivational techniques to enhance performance in others.
ESS07.06.02	Provide guidance to enhance performance in others.

Essential Topic ESS08	**ETHICS AND LEGAL RESPONSIBILITIES:** *Know and understand the importance of professional ethics and legal responsibilities.*

ESS08.01 — **Apply ethical reasoning to a variety of workplace situations in order to make ethical decisions.**

ESS08.01.01	Evaluate alternative responses to workplace situations based on legal responsibilities and employer policies.
ESS08.01.02	Evaluate alternative responses to workplace situations based on personal or professional ethical responsibilities.

ESS08.01.03	Identify personal and long-term workplace consequences of unethical or illegal behaviors.
ESS08.01.04	Explain personal and long-term workplace consequences of unethical or illegal behaviors.
ESS08.01.05	Determine the most appropriate response to workplace situations based on legal and ethical considerations.
ESS08.01.06	Explain the most appropriate response to workplace situations based on legal and ethical considerations.

ESS08.02   **Interpret and explain written organizational policies and procedures to help employees perform their jobs according to employer rules and expectations.**

ESS08.02.01	Locate information on organizational policies in handbooks and manuals.
ESS08.02.02	Discuss how specific organizational policies and procedures influence a specific work situation.

Essential Topic ESS09	**EMPLOYABILITY AND CAREER DEVELOPMENT:** *Know and understand the importance of employability skills. Explore, plan, and effectively manage careers. Know and understand the importance of entrepreneurship skills.*

ESS09.01   **Identify and demonstrate positive work behaviors and personal qualities needed to be employable.**

ESS09.01.01	Demonstrate self-discipline, self-worth, positive attitude, and integrity in a work situation.
ESS09.01.02	Demonstrate flexibility and willingness to learn new knowledge and skills.
ESS09.01.03	Exhibit commitment to the organization.
ESS09.01.04	Identify how work varies with regard to site, from indoor confined spaces to outdoor areas, including aerial space and a variety of climatic and physical conditions.
ESS09.01.05	Apply communication strategies when adapting to a culturally diverse environment.
ESS09.01.06	Manage resources in relation to the position (i.e. budget, supplies, computer, etc).
ESS09.01.07	Identify positive work-qualities typically desired in each of the career cluster's pathways.
ESS09.01.08	Manage work roles and responsibilities to balance them with other life roles and responsibilities.

ESS09.02   **Develop a personal career plan to meet career goals and objectives.**

ESS09.02.01	Develop career goals and objectives as part of a plan for future career direction.
ESS09.02.02	Develop strategies to reach career objectives.

ESS09.03   **Demonstrate skills related to seeking and applying for employment to find and obtain a desired job.**

ESS09.03.01	Use multiple resources to locate job opportunities.	
ESS09.03.02	Prepare a résumé.	
ESS09.03.03	Prepare a letter of application.	
ESS09.03.04	Complete an employment application.	
ESS09.03.05	Interview for employment.	
ESS09.03.06	List the standards and qualifications that must be met in order to enter a given industry.	
ESS09.03.07	Employ critical thinking and decision-making skills to exhibit qualifications to a potential employer.	

ESS09.04   **Maintain a career portfolio to document knowledge, skills and experience in a career field.**

ESS09.04.01	Select educational and work history highlights to include in a career portfolio.
ESS09.04.02	Produce a record of work experiences, licenses, certifications and products.
ESS09.04.03	Organize electronic or physical portfolio for use in demonstrating knowledge, skills and experiences.

ESS09.05   **Demonstrate skills in evaluating and comparing employment opportunities in order to accept employment positions that match career goals.**

ESS09.05.01	Compare employment opportunities to individual needs and career plan objectives.
ESS09.05.02	Evaluate employment opportunities based upon individual needs and career plan objectives.
ESS09.05.03	Demonstrate appropriate methods for accepting or rejecting employment offers.

ESS09.06   **Identify and exhibit traits for retaining employment to maintain employment once secured.**

ESS09.06.01	Model behaviors that demonstrate reliability and dependability.
ESS09.06.02	Maintain appropriate dress and behavior for the job to contribute to a safe and effective workplace/jobsite.
ESS09.06.03	Complete required employment forms and documentation such as I-9 form, work visa, W-4 and licensures to meet employment requirements.
ESS09.06.04	Summarize key activities necessary to retain a job in the industry.
ESS09.06.05	Identify positive work behaviors and personal qualities necessary to retain employment.

ESS09.07   **Identify and explore career opportunities in one or more career pathways to build an understanding of the opportunities available in the cluster.**

ESS09.07.01	Locate and identify career opportunities that appeal to personal career goals.
ESS09.07.02	Match personal interest and aptitudes to selected careers.

ESS09.08	**Recognize and act upon requirements for career advancement to plan for continuing education and training.**
ESS09.08.01	Identify opportunities for career advancement.
ESS09.08.02	Pursue education and training opportunities to acquire skills necessary for career advancement.
ESS09.08.03	Examine the organization and structure of various segments of the industry to prepare for career advancement.
ESS09.08.04	Research local and regional labor (workforce) market and job growth information to project potential for advancement.
ESS09.08.05	Manage employment relations to make career advancements.
ESS09.09	**Continue professional development to keep current on relevant trends and information within the industry.**
ESS09.09.01	Use self assessment, organizational priorities, journals, Internet sites, professional associations, peers and other resources to develop goals that address training, education and self-improvement issues.
ESS09.09.02	Read trade magazines and journals, manufacturers' catalogues, industry publications and Internet sites to keep current on industry trends.
ESS09.09.03	Participate in relevant conferences, workshops, mentoring activities and in-service training to stay current with recent changes in the field.
ESS09.10	**Examine licensing, certification and credentialing requirements at the national, state and local levels to maintain compliance with industry requirements.**
ESS09.10.01	Examine continuing education requirements related to licensing, certification, and credentialing requirements at the local, state and national levels for chosen occupation.
ESS09.10.02	Examine the procedures and paperwork involved in maintaining and updating licensure, certification and credentials for chosen occupation.
ESS09.10.03	Align ongoing licensing, certification and credentialing requirements to career plans and goals.
ESS09.11	**Examine employment opportunities in entrepreneurship to consider entrepreneurship as an option for career planning.**
ESS09.11.01	Describe the opportunities for entrepreneurship in a given industry.

Essential Topic ESS10	**TECHNICAL SKILLS:** *Use of technical knowledge and skills required to pursue careers in all career cluster, including knowledge of design, operation, and maintenance of technological systems critical to the career cluster.*

ESS10.01	**Employ information management techniques and strategies in the workplace to assist in decision-making.**
ESS10.01.01	Use information literacy skills when accessing, evaluating and disseminating information.
ESS10.01.02	Describe the nature and scope of information management.
ESS10.01.03	Maintain records to facilitate ongoing business operations.

ESS10.02	**Employ planning and time management skills and tools to enhance results and complete work tasks.**
ESS10.02.01	Develop goals and objectives.
ESS10.02.02	Prioritize tasks to be completed.
ESS10.02.03	Develop timelines using time management knowledge and skills.
ESS10.02.04	Use project-management skills to improve workflow and minimize costs.

C. CLUSTER (FOUNDATION) KNOWLEDGE AND SKILLS

The following Cluster (Foundation) Knowledge and Skill statements apply to all careers in the Marketing Cluster. Persons preparing for careers in the Marketing Cluster should be able to demonstrate these skills in addition to those found on the Essential Knowledge and Skills Chart.

- A. Foundational Academic Expectations
- B. Essential Knowledge and Skills
- **C. Cluster (Foundation) Knowledge and Skills**
- D. Pathway Knowledge and Skills

Cluster Topic MKC01	**ACADEMIC FOUNDATIONS:** *Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.*
MKC01.01	**Solve mathematical problems to obtain information for marketing decision making.**
MKC01.01.01 *Sample Indicators*	Employ numbers and operations in marketing. Recognize relationships among numbers Employ mathematical operations Perform computations successfully Predict reasonable estimations
MKC01.01.02 *Sample Indicators*	Apply algebraic skills in marketing. Recognize patterns and mathematical relations Use algebraic symbols to represent, solve, and analyze mathematical problems Create mathematical models from real-life situations Represent changes in quantities mathematically Determine rate of change mathematically Interpret graphical and numerical data
MKC01.01.03 *Sample Indicators*	Employ measurement skills in marketing. Recognize measurable attributes of objects Take measurements correctly
MKC01.01.04 *Sample Indicators*	Perform data analysis of marketing problems. Formulate questions effectively Collect relevant data Organize useful data Answer questions appropriately Employ appropriate statistical methods in data analysis Develop and evaluate inferences and predictions Apply basic concepts of probability

MKC01.01.05	Implement mathematical problem-solving techniques in marketing.
Sample Indicators	Identify problem-solving techniques
	Apply a variety of problem-solving strategies
	Adjust problem-solving strategies, when needed

MKC01.02   **Understand the economic principles and concepts fundamental to business operations.**

MKC01.02.01	Describe fundamental economic concepts used in marketing.
Sample Indicators	Distinguish between economic goods and services
	Explain the concept of economic resources
	Describe the concepts of economics and economic activities
	Determine economic utilities created by business activities
	Explain the principles of supply and demand
	Describe the functions of prices in markets
MKC01.02.02	Describe the nature of business to show its contributions to society.
Sample Indicators	Explain the role of business in society
	Describe types of business activities
	Explain the organizational design of businesses
	Discuss the global environment in which businesses operate
	Describe factors that affect the business environment
	Explain how organizations adapt to today's markets
MKC01.02.03	Explain economic systems in which marketing activities are performed.
Sample Indicators	Explain the types of economic systems
	Explain the concept of private enterprise
	Identify factors affecting a business's profit
	Determine factors affecting business risk
	Explain the concept of competition
	Describe market structures
MKC01.02.04	Acquire knowledge of the impact of government on business activities to make informed economic decisions.
Sample Indicators	Determine the relationship between government and business
	Describe the nature of taxes
	Discuss the nature of monetary policy
	Discuss the supply and demand for money
	Explain the role of the Federal Reserve System
	Explain the concept of fiscal policies
	Describe the effects of fiscal and monetary policies
MKC01.02.05	Analyze cost/profit relationships to guide business decision-making.
Sample Indicators	Explain the concept of productivity
	Analyze impact of specialization/division of labor on productivity
	Explain the concept of organized labor and business
	Explain the impact of the law of diminishing returns
	Describe the concept of economies of scale
MKC01.02.06	Describe economic indicators that can impact marketing activities.
Sample Indicators	Describe the concept of price stability as an economic measure
	Discuss the measure of consumer spending as an economic indicator
	Discuss the impact of a nation's unemployment rates
	Explain the concept of Gross Domestic Product
	Describe the economic impact of inflation on business
	Explain unemployment and inflation tradeoffs
	Explain the economic impact of interest-rate fluctuations

	Determine the impact of business cycles on business activities
MKC01.02.07	Determine global trade's impact on business decision-making.
Sample Indicators	Explain the nature of global trade
	Describe the determinants of exchange rates and their effects on the domestic economy
	Discuss the impact of cultural and social environments on global trade
	Explain labor issues associated with global trade

MKC01.03 — Integrate sociological knowledge of group behavior to understand customer decision-making.

MKC01.03.01	Employ sociological knowledge to facilitate marketing activities.
Sample Indicators	Analyze and interpret complex societal issues, events, and problems
	Analyze researched information and statistics
	Reach reasoned conclusions
	Examine social beliefs, influences, and behavior
	Analyze group dynamics
	Assess human behavior

MKC01.04 — Integrate psychological knowledge to understand customer motivation.

MKC01.04.01	Apply psychological knowledge to facilitate marketing activities.
Sample Indicators	Recognize factors influencing perception
	Identify sources of attitude formation
	Assess methods used to evaluate attitudes
	Identify basic social and cultural strata
	Determine behavioral effects of social and cultural strata
	Analyze effects of others on individual behavior
	Predict likelihood of conformity and obedience
	Determine significance of aggression
	Recognize factors affecting personality
	Evaluate the nature of change over a lifetime
	Identify sources of stress
	Detail reactions to stress
	Employ strategies for dealing with stress
	Investigate factors affecting motivation
	Analyze cues to basic drives/motives
	Analyze the development of motives

Cluster Topic MKC02	**COMMUNICATIONS:** *Use oral and written communication skills in creating, expressing and interpreting information and ideas including technical terminology and information.*

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

MKC02.01.01	Read to acquire meaning from written material and to apply the information to marketing tasks.
Sample Indicators	Identify sources that provide relevant, valid written material
	Extract relevant information from written materials
	Apply written directions to achieve tasks
	Analyze company resources to ascertain policies and procedures
MKC02.01.02	Apply active listening skills in marketing.
Sample Indicators	Explain communication techniques that support and encourage speakers

Follow oral directions

Demonstrate active listening skills

MKC02.01.03	Apply verbal skills in performing marketing activities.
Sample Indicators	Explain the nature of effective verbal communications

Ask relevant questions

Interpret others' nonverbal cues

Provide legitimate responses to inquiries

Give verbal directions

Employ communication styles appropriate to target audience

Defend ideas objectively

Handle telephone calls in a businesslike manner

Participate in group discussions

Make oral presentations

MKC02.01.04	Record information when performing marketing activities.
Sample Indicators	Utilize note-taking strategies

Organize information graphically

Select and use appropriate graphic aids

MKC02.01.05	Write internal and external business correspondence in marketing.
Sample Indicators	Explain the nature of effective written communications

Select and utilize appropriate formats for professional writing

Edit and revise written work consistent with professional standards

Write professional e-mails

Write and send business messages electronically

Write business letters

Write informational messages

Write inquiries

Write persuasive messages

Write executive summaries

Prepare simple written reports

Prepare complex written reports

Write proposals

MKC02.01.06	Communicate with staff to clarify workplace objectives.
Sample Indicators	Explain the nature of staff communication

Choose appropriate channel for workplace communication

Participate in a staff meeting

Provide directions for completing job tasks

Update employees on business and economic trends

Conduct a staff meeting

MKC02.01.07	Communicate effectively with customers to foster positive relationships that enhance company image.
Sample Indicators	Explain the nature of effective communication

Reinforce service orientation through communication

Respond to customer inquiries

Adapt communication to the cultural and social differences among clients

Interpret business policies to customers/clients

MKC02.01.08	Use communication skills to influence others.
Sample Indicators	Persuade others

Demonstrate negotiation skills

Cluster Topic MKC03	**PROBLEM-SOLVING AND CRITICAL THINKING:** *Solve problems using critical thinking skills (analyze, synthesize, and evaluate) independently and in teams. Solve problems using creativity and innovation.*
	No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.

Cluster Topic MKC04	**INFORMATION TECHNOLOGY APPLICATIONS:** *Use information technology tools specific to the career cluster to access, manage, integrate, and create information.*

MKC04.01 — **Apply technological tools in marketing to expedite workflow.**

MKC04.01.01 — Utilize information technology tools in marketing.

Sample Indicators
- Identify ways that technology impacts business
- Explain the role of information systems
- Discuss principles of computer systems
- Use basic operating systems
- Describe the scope of the Internet
- Demonstrate basic e-mail functions
- Demonstrate personal information management/ productivity applications
- Demonstrate basic web-search skills
- Demonstrate basic word processing skills
- Demonstrate basic presentation applications
- Demonstrate basic database applications
- Demonstrate basic spreadsheet applications
- Use an integrated business software application package
- Demonstrate collaborative/groupware applications
- Create and post basic web page

Cluster Topic MKC05	**SYSTEMS:** *Understand roles within teams, work units, departments, organizations, inter-organizational systems, and the larger environment. Identify how key organizational systems affect organizational performance and the quality of products and services. Understand global context of industries and careers.*

MKC05.01 — **Understand the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new marketing project or business venture.**

MKC05.01.01 — Employ entrepreneurial discovery strategies in marketing.

Sample Indicators
- Explain the need for entrepreneurial discovery
- Discuss entrepreneurial discovery processes
- Assess global trends and opportunities
- Determine opportunities for venture creation
- Assess opportunities for venture creation
- Describe idea-generation methods
- Generate venture ideas
- Determine feasibility of venture ideas

MKC05.01.02 — Develop concept for new marketing project or business venture.

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

Assess start-up requirements

Assess risks associated with venture

Describe external resources useful to entrepreneurs during concept development

Assess the need to use external resources for concept development

Describe strategies to protect intellectual property

Use components of business plan to define venture idea

MKC05.01.03	Determine needed resources for a new marketing project or business venture.
Sample Indicators	Describe processes used to acquire adequate financial resources for venture creation/start-up
	Select sources to finance venture creation/start-up
	Explain factors to consider in determining a venture's human-resource needs
	Explain considerations in making the decision to hire staff
	Describe considerations in selecting capital resources
	Identify capital resources needed for the venture
	Assess the costs/benefits associated with resources
MKC05.01.04	Actualize new marketing project or business venture.
Sample Indicators	Use external resources to supplement entrepreneur's expertise
	Explain the complexity of business operations
	Evaluate risk-taking opportunities
	Explain the need for business systems and procedures
	Describe the use of operating procedures
	Explain methods/processes for organizing workflow
	Develop and/or provide product/service
	Use creative problem-solving in business activities/decisions
	Explain the impact of resource productivity on venture success
	Create processes for ongoing opportunity recognition
	Develop plan to invest resources into improving current products or creating new ones
	Adapt to changes in business environment
MKC05.01.05	Select harvesting strategies for marketing project or business venture.
Sample Indicators	Explain the need for continuation planning
	Describe methods of venture harvesting
	Evaluate options for continued venture involvement
	Develop exit strategies

MKC05.02	**Analyze accounting systems to examine their contribution to the fiscal stability of businesses.**
MKC05.02.01	Acquire a foundational knowledge of accounting to understand its nature and scope.
Sample Indicators	Explain the concept of accounting
	Explain the need for accounting standards (GAAP)
	Discuss the role of ethics in accounting
	Explain the use of technology in accounting
	Explain legal considerations for accounting
MKC05.02.02	Implement accounting procedures to track money flow and to determine financial status.
Sample Indicators	Describe the nature of cash flow statements
	Prepare cash flow statements
	Explain the nature of balance sheets

Describe the nature of income statements

MKC05.03 **Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources for marketing activities.**

MKC05.03.01 Acquire a foundational knowledge of finance to understand its nature and scope.

Sample Indicators Explain the role of finance in business
Discuss the role of ethics in finance
Explain legal considerations for finance

MKC05.04 **Understand the tools techniques, and systems that marketers use to plan, staff, lead, and organize their human resources.**

MKC05.04.01 Understand the role and function of human resources management in marketing.

Sample Indicators Discuss the nature of human resources management
Explain the role of ethics in human resources management
Describe the use of technology in human resources management

MKC05.05 **Understand the tools, techniques, and systems that marketers use to create, communicate, and deliver value to customers and to manage customer relationships in ways that benefit the organization and its stakeholders.**

MKC05.05.01 Describe marketing's role and function in business.
Sample Indicators Explain marketing and its importance in a global economy
Describe marketing functions and related activities

MKC05.05.02 Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.

Sample Indicators Explain customer/client/business buying behavior
Discuss actions employees can take to achieve the company's desired results
Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.)

MKC05.05.03 Determine a company's unique selling proposition to recognize what sets the company apart from its competitors.

Sample Indicators Identify company's unique selling proposition
Identify internal and external service standards

MKC05.06 **Understand the techniques and strategies used to foster positive, ongoing relationships with customers.**

MKC05.06.01 Foster positive relationships with customers to enhance company image.

Sample Indicators Explain the nature of positive customer relations
Demonstrate a customer-service mindset
Explain management's role in customer relations

MKC05.06.02 Reinforce company's image to exhibit the company's brand promise.
Sample Indicators Identify company's brand promise
Determine ways of reinforcing the company's image through employee performance

MKC05.06.03 Describe the nature of customer relationship management to show its contributions to a company.

Sample Indicators Discuss the nature of customer relationship management

Explain the role of ethics in customer relationship management
Describe the use of technology in customer relationship management

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

MKC05.07.01 | Describe operation's role and function in business.
Sample Indicators
Explain the nature of operations
Discuss the role of ethics in operations
Describe the use of technology in operations

MKC05.07.02 | Implement purchasing activities to obtain business supplies and equipment.
Sample Indicators
Explain the nature and scope of purchasing
Place orders/reorders
Maintain inventory of supplies
Manage the bid process in purchasing
Select vendors
Evaluate vendor's performance

MKC05.07.03 | Explain production's role and function in business.
Sample Indicators
Explain the concept of production
Describe production activities

MKC05.07.04 | Implement quality-control processes to minimize errors and to expedite workflow.
Sample Indicators
Identify quality-control measures
Utilize quality control methods at work
Describe crucial elements of a quality culture
Describe the role of management in the achievement of quality
Establish efficient operating systems

Cluster Topic MKC06 | **SAFETY, HEALTH AND ENVIRONMENTAL:** *Understand the importance of health, safety, and environmental management systems in organizations and their importance to organizational performance and regulatory compliance. Follow organizational policies and procedures and contribute to continuous improvement in performance and compliance.*

MKC06.01 | **Implement safety, health, and environmental controls to enhance productivity in marketing.**

MKC06.01.01 | Adhere to health and safety regulations to support a safe work environment.
Sample Indicators
Describe health and safety regulations in business
Report noncompliance with business health and safety regulations

MKC06.01.02 | Implement safety procedures to minimize loss.
Sample Indicators
Follow instructions for use of equipment, tools, and machinery
Follow safety precautions
Maintain a safe work environment
Explain procedures for handling accidents
Handle and report emergency situations

MKC06.01.03 | Determine needed safety policies/procedures to protect employees.
Sample Indicators
Identify potential safety issues
Establish safety policies and procedures

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

Sample Indicators	Explain routine security precautions
	Follow established security procedures/policies
	Protect company information and intangibles
MKC06.01.05	Develop policies/procedures to protect workplace security.
Sample Indicators	Identify potential security issues
	Establish policies to protect company information and intangibles
	Establish policies to maintain a non-hostile work environment
	Establish policies and procedures to maintain physical security of the work environment

Cluster Topic MKC07	**LEADERSHIP AND TEAMWORK:** *Use leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives.*
	No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.

Cluster Topic MKC08	**ETHICS AND LEGAL RESPONSIBILITIES:** *Know and understand the importance of professional ethics and legal responsibilities.*
MKC08.01	**Understand business's responsibility to know and abide by laws, regulations, and ethical behavior that affect business operations and transactions.**
MKC08.01.01	Employ ethical actions in obtaining and providing information to acquire others' confidence.
Sample Indicators	Respect the privacy of others
	Explain ethical considerations in providing information
	Protect confidential information
	Determine information appropriate to obtain from a client or another employee
MKC08.01.02	Apply ethics to demonstrate trustworthiness.
Sample Indicators	Explain the nature of business ethics
	Demonstrate responsible behavior
	Demonstrate honesty and integrity
	Demonstrate ethical work habits
MKC08.01.03	Manage internal and external business relationships to foster positive interactions.
Sample Indicators	Treat others fairly at work
	Describe ethics in human resources issues
MKC08.01.04	Acquire foundational knowledge of business laws and regulations to understand their nature and scope.
Sample Indicators	Discuss the nature of law and sources of law in the United States
	Describe the United States' judicial system
	Describe legal issues affecting businesses
MKC08.01.05	Explain the civil foundations of the legal environment of business to demonstrate knowledge of contracts.
Sample Indicators	Identify the basic torts relating to business enterprises
	Describe the nature of legally binding contracts
MKC08.01.06	Explore the regulatory environment of United States' businesses to understand the diversity of regulations.
Sample Indicators	Describe the nature of legal procedure

Discuss the nature of debtor-creditor relationships

Explain the nature of agency relationships

Discuss the nature of environmental law

Discuss the role of administrative law

MKC08.01.07	Explain human resources laws and regulations to facilitate business operations.
Sample Indicators	Explain the nature of human resources regulations
	Explain the nature of workplace regulations (including OSHA, ADA)
	Discuss employment relationships
MKC08.01.08	Apply knowledge of business ownership to establish and continue business operations.
Sample Indicators	Explain types of business ownership
	Select form of business ownership
MKC08.01.09	Acquire knowledge of commerce laws and regulations to continue business operations.
Sample Indicators	Explain the nature of trade regulations
	Describe the impact of anti-trust legislation
MKC08.01.10	Explain tax laws and regulations to adhere to government requirements.
Sample Indicators	Explain the nature of tax regulations on business
	Explain the nature of businesses' reporting requirements
	Develop strategies for legal/government compliance

Cluster Topic MKC09	**EMPLOYABILITY AND CAREER DEVELOPMENT:** *Know and understand the importance of employability skills. Explore, plan, and effectively manage careers. Know and understand the importance of entrepreneurship skills.*

MKC09.01	**Understand concepts, tools, and strategies used to explore, obtain, and develop in a marketing career.**
MKC09.01.01	Foster self-understanding to recognize the impact of personal feelings on others.
Sample Indicators	Describe the nature of emotional intelligence
	Explain the concept of self-esteem
	Recognize personal biases and stereotypes
	Assess personal strengths and weaknesses
MKC09.01.02	Acquire self-development skills for success in marketing careers.
Sample Indicators	Maintain appropriate personal appearance
	Demonstrate systematic behavior
	Set personal goals
	Use feedback for personal growth
MKC09.01.03	Develop personal traits to foster career advancement in marketing.
Sample Indicators	Identify desirable personality traits important to business
	Exhibit a positive attitude
	Exhibit self-confidence
	Demonstrate interest and enthusiasm
	Demonstrate initiative
	Foster positive working relationships
MKC09.01.04	Participate in career-planning in marketing.
Sample Indicators	Assess personal interests and skills needed for success in business

	Analyze employer expectations in the business environment
	Explain the rights of workers
	Identify sources of career information
	Identify tentative occupational interest
	Explain employment opportunities in business
MKC09.01.05	Implement job-seeking skills to obtain employment in marketing.
Sample Indicators	Utilize job-search strategies
	Complete a job application
	Interview for a job
	Write a follow-up letter after job interviews
	Write a letter of application
	Prepare a résumé
	Use networking techniques to identify employment opportunities
MKC09.01.06	Utilize career-advancement activities to enhance professional development in marketing careers.
Sample Indicators	Describe techniques for obtaining work experience (e.g., volunteer activities, internships)
	Explain the need for ongoing education as a worker
	Explain possible advancement patterns for jobs
	Identify skills needed to enhance career progression
	Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors)

Cluster Topic MKC10	**TECHNICAL SKILLS:** *Use the technical knowledge and skills required to pursue the targeted careers for all pathways in the career cluster, including knowledge of design, operation, and maintenance of technological systems critical to the career cluster.*
MKC10.01	**Understand tools and strategies used to access, process, maintain, evaluate, and disseminate marketing information to assist with business decision-making.**
MKC10.01.01	Use information literacy skills in marketing.
Sample Indicators	Assess information needs
	Obtain needed information efficiently
	Evaluate quality and source of information
	Apply information to accomplish a task
	Store information for future use
MKC10.01.02	Acquire a foundational knowledge of information management.
Sample Indicators	Discuss the nature of information management
	Explain the role of ethics in information management
	Explain legal issues associated with information management
MKC10.01.03	Maintain business records to facilitate marketing operations.
Sample Indicators	Describe the nature of business records
	Maintain customer records
MKC10.01.04	Acquire information that can be used to guide business decision-making.
Sample Indicators	Describe current business trends
	Monitor internal records for business information
	Conduct an environmental scan to obtain business information

	Interpret statistical findings
MKC10.01.05	Utilize project-management skills in marketing.
Sample Indicators	Explain the nature of project management
	Identify resources needed for project
	Develop project plan
	Apply project-management tools to monitor project progress
	Evaluate project results

MKC10.02   Maintain, control, and plan the use of financial resources to protect solvency.

MKC10.02.01	Explain the fundamental principles of money needed to make financial exchanges.
Sample Indicators	Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.)
	Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.)
	Describe functions of money (medium of exchange, unit of measure, store of value)
	Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.)
	Explain the time value of money
	Explain the purposes and importance of credit
	Explain legal responsibilities associated with financial exchanges
MKC10.02.02	Analyze financial needs and goals.
Sample Indicators	Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.)
	Set financial goals
	Develop personal budget
MKC10.02.03	Manage personal finances to achieve financial goals.
Sample Indicators	Explain the nature of tax liabilities
	Interpret a pay stub
	Read and reconcile bank statements
	Maintain financial records
	Demonstrate the wise use of credit
	Validate credit history
	Protect against identity theft
	Prepare personal income tax forms (i.e., 1040 EZ)
MKC10.02.04	Explain how the use of financial-services providers can aid in financial-goal achievement.
Sample Indicators	Describe types of financial-services providers
	Discuss considerations in selecting a financial-services provider
MKC10.02.05	Use investment strategies to ensure financial well-being.
Sample Indicators	Explain types of investments
	Explain the nature of capital investment
	Establish investment goals and objectives
MKC10.02.06	Identify potential business threats and opportunities to protect a business's financial well-being.
Sample Indicators	Describe the concept of insurance
	Obtain insurance coverage
	Settle insurance losses
	Identify speculative business risks

Explain the nature of risk management

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

Sample Indicators
Explain the purposes and importance of obtaining business credit
Analyze critical banking relationships
Make critical decisions regarding acceptance of bank cards
Determine financing needed for business operations
Identify risks associated with obtaining business credit
Explain sources of financial assistance
Explain loan evaluation criteria used by lending institutions
Complete loan application package

MKC10.02.08　　Manage financial resources to ensure solvency.
Sample Indicators
Describe the nature of budgets
Explain the nature of operating budgets
Describe the nature of cost/benefit analysis
Determine relationships among total revenue, marginal revenue, output, and profit

Develop company's/department's budget
Forecast sales
Calculate financial ratios
Interpret financial statements

MKC10.03　　Describe and apply management tools, techniques, and strategies used in planning, controlling and organizing a marketing organization/ department to maintain the business or department's growth and development.

MKC10.03.01　　Recognize management's role to understand its contribution to business success.
Sample Indicators
Explain the concept of management
Explain the nature of managerial ethics

MKC10.03.02　　Utilize planning tools to guide organization's/ department's activities.
Sample Indicators
Explain the nature of business plans
Develop company goals/objectives
Define business mission
Conduct an organizational SWOT
Explain external planning considerations
Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.)
Develop action plans
Develop business plan

MKC10.03.03　　Control an organization's/department's activities to encourage growth and development.
Sample Indicators
Describe the nature of managerial control (control process, types of control, what is controlled)
Analyze operating results in relation to budget/industry
Track performance of business plan

MKC10.04　　Understand the processes used to monitor, plan, and control the day-to-day activities required for continued business operations.

MKC10.04.01	Implement expense-control strategies to enhance a business's financial well-being.
Sample Indicators	Explain the nature of overhead/operating costs
	Explain employee's role in expense control
	Control use of supplies
	Conduct breakeven analysis
	Negotiate service and maintenance contracts
	Negotiate lease or purchase of facility
	Develop expense control plans
	Use budgets to control operations
MKC10.04.02	Maintain property and equipment to facilitate ongoing business activities.
Sample Indicators	Identify routine activities for maintaining business facilities and equipment
	Plan maintenance program

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

MKC10.05.01	Acquire foundational knowledge of channel management to understand its role in marketing.
Sample Indicators	Explain the nature and scope of distribution
	Explain the relationship between customer service and channel management
	Explain the nature of channels of distribution
	Describe the use of technology in the channel management function
	Explain legal considerations in channel management
	Describe ethical considerations in channel management
MKC10.05.02	Manage channel activities to minimize costs and to determine distribution strategies.
Sample Indicators	Coordinate channel management with other marketing activities
	Explain the nature of channel-member relationships
	Explain the nature of channel strategies
	Select channels of distribution
	Evaluate channel members

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

MKC10.06.01	Acquire foundational knowledge of marketing information management to understand its nature and scope.
Sample Indicators	Describe the need for marketing information
	Explain the nature and scope of the marketing information management function
	Explain the role of ethics in marketing information management
	Describe the use of technology in the marketing information management function
MKC10.06.02	Explain marketing research activities to show command of their nature and scope.
Sample Indicators	Explain the nature of marketing research
	Explain types of primary marketing research
	Identify sources of primary and secondary data
	Explain research techniques
	Determine the marketing research problem/issue

Identify research approaches (e.g., observation, survey, experiment) appropriate to the research problem/issue

Identify the relationship between the research purpose and the marketing research objectives

Discuss the nature of sampling plans (i.e., who, how many, how chosen)

Describe types of rating scales (including Likert scales, semantic differential scales, behavior intention scales, etc.)

Explain the use of diaries (e.g., product, media-use, contact)

Explain the nature of qualitative research

MKC10.06.03	Explain data-collection methods to evaluate their appropriateness for the research problem/issue.
Sample Indicators	Identify information monitored for marketing decision-making
	Describe data-collection methods (e.g., observations, mail, telephone, Internet, discussion groups, interviews, scanners, etc.)
MKC10.06.04	Interpret marketing information to test hypotheses and/or to resolve issues.
Sample Indicators	Describe techniques for processing marketing information
	Interpret descriptive statistics in marketing decision-making
MKC10.06.05	Assess marketing research briefs to determine comprehensiveness and clarity.
Sample Indicators	Explain the nature of marketing research briefs
	Determine usefulness of marketing research briefs
MKC10.06.06	Evaluate marketing research procedures and findings to assess their credibility.
Sample Indicators	Identify sources of error and bias (e.g., response errors, interviewer errors, non-response errors, sample design)
	Evaluate questionnaire design (e.g., types of questions, question wording, routing, sequencing, length layout)
	Assess information sources on basis of strengths and weaknesses
	Assess timeliness of research information
	Assess appropriateness of research methods for problem/issue

MKC10.07   Understand the concepts and strategies utilized to determine and target marketing strategies to a select audience.

MKC10.07.01	Employ marketing information to develop a marketing plan.
Sample Indicators	Explain the concept of marketing strategies
	Identify considerations in implementing global marketing strategies
	Explain the concept of market and market identification
	Identify market segments
	Select target market
	Explain the nature of marketing planning
	Explain the nature of marketing plans
	Explain the role of situational analysis in the marketing planning process
	Conduct market analysis
	Conduct SWOT analysis for use in the marketing planning process
	Assess global trends and opportunities
	Conduct competitive analysis
	Explain the nature of sales forecasts
	Forecast sales for marketing plan
	Set marketing goals and objectives
	Select marketing metrics

	Set a marketing budget
	Develop marketing plan
MKC10.07.02	Assess marketing strategies to improve return on marketing investment (ROMI).
Sample Indicators	Describe measures used to control marketing planning
	Explain strategies for linking performance measures to financial outcomes
	Translate performance measures into financial outcomes
	Monitor and evaluate performance of marketing plan
	Assess cost-effectiveness of measurement tools
	Conduct marketing audits

MKC10.08   **Understand concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value.**

MKC08.01.01	Develop a foundational knowledge of pricing to understand its role in marketing.
Sample Indicators	Explain the nature and scope of the pricing function
	Describe the role of business ethics in pricing
	Explain the use of technology in the pricing function
	Explain legal considerations for pricing
	Explain factors affecting pricing decisions

MKC10.09   **Understand the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities.**

MKC10.09.01	Acquire a foundational knowledge of product/service management to understand its nature and scope.
Sample Indicators	Explain the nature and scope of the product/service management function
	Identify the impact of product life cycles on marketing decisions
	Describe the use of technology in the product/service management function
	Explain business ethics in product/service management
MKC10.09.02	Generate product ideas to contribute to ongoing business success.
Sample Indicators	Identify product opportunities
	Identify methods/techniques to generate a product idea
	Generate product ideas
	Determine initial feasibility of product idea
	Adjust idea to create functional product
	Identify champion to push ideas through to fruition
	Create processes for ongoing opportunity recognition
MKC10.09.03	Apply quality assurances to enhance product/service offerings.
Sample Indicators	Describe the uses of grades and standards in marketing
	Explain warranties and guarantees
	Identify consumer protection provisions of appropriate agencies
	Evaluate customer experience
MKC10.09.04	Employ product-mix strategies to meet customer expectations.
Sample Indicators	Explain the concept of product mix
	Describe the nature of product bundling
	Identify product to fill customer need
	Plan product mix
	Determine services to provide customers

MKC10.09.05	Position products/services to acquire desired business image.
Sample Indicators	Describe factors used by marketers to position products/services
	Explain the nature of product/service branding
	Explain the role of customer service in positioning/ image
	Develop strategies to position products/services
	Build product/service brand
MKC10.09.06	Position company to acquire desired business image.
Sample Indicators	Explain the nature of corporate branding
	Describe factor used by businesses to position corporate brands
	Develop strategies to position corporate brands
	Build corporate brands

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

MKC10.10.01	Acquire a foundational knowledge of promotion to understand its nature and scope.
Sample Indicators	Explain the role of promotion as a marketing function
	Explain the types of promotion
	Identify the elements of the promotional mix
	Describe the use of business ethics in promotion
	Describe the use of technology in the promotion function
	Describe the regulation of promotion
MKC10.10.02	Describe promotional channels used to communicate with targeted audiences.
Sample Indicators	Explain types of advertising media
	Describe word-of-mouth channels used to communicate with targeted audiences
	Explain the nature of direct marketing channels
	Identify communications channels used in sales promotion
	Explain communications channels used in public-relations activities
MKC10.10.03	Explain the use of an advertisement's components to communicate with targeted audiences.
Sample Indicators	Explain components of advertisements
	Explain the importance of coordinating elements in advertisements
MKC10.10.04	Discuss the use of public-relations activities to communicate with targeted audiences.
Sample Indicators	Identify types of public-relations activities
	Discuss internal and external audiences for public-relations activities
MKC10.10.05	Explain the use of trade shows/expositions to communicate with targeted audiences.
Sample Indicators	Explain how businesses can use trade-show/exposition participation to communicate with targeted audiences
	Explain considerations used to evaluate whether to participate in trade shows/expositions
MKC10.10.06	Manage promotional activities to maximize return on promotional efforts.
Sample Indicators	Explain the nature of a promotional plan
	Coordinate activities in the promotional mix
MKC10.10.07	Evaluate long-term and short-term results of promotional efforts.

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

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

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

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

MKC10.11.02   Acquire product knowledge to communicate product benefits to ensure appropriateness of product for the customer.
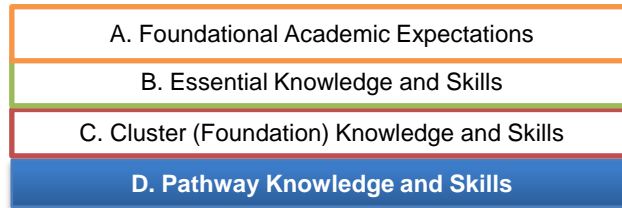
Sample Indicators
- Acquire product information for use in selling
- Analyze product information to identify product features and benefits

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

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

D. PATHWAY KNOWLEDGE AND SKILLS

The following knowledge and skill statements apply to all careers in the Marketing Research Pathway. The statements are organized within five topics.

A. Foundational Academic Expectations
B. Essential Knowledge and Skills
C. Cluster (Foundation) Knowledge and Skills
D. Pathway Knowledge and Skills

Pathway Topic MKPC01	**INFORMATION MANAGEMENT**

MKPC01.01 **Utilize tools, strategies, and systems to access, process, maintain, evaluate, and disseminate information to assist business decision-making.**

MKPC01.01.01   Utilize information technology tools to manage and perform marketing research responsibilities.

Sample Indicators
- Assess the impact of technology on marketing research
- Determine types of technology needed by company/agency

Pathway Topic MKPC02	**OPERATIONS**

MKPC02.01 — **Employ the processes and systems implemented to monitor, plan, and control day-to-day marketing research activities in order to contribute to continued business/unit functioning.**

MKPC02.01.01 — Implement security precautions to protect marketing research.

Sample Indicators
Explain security considerations in the marketing research
Maintain data security
Develop strategies to protect digital data

MKPC02.01.02 — Implement purchasing activities to obtain business supplies, equipment, and resources.

Sample Indicators
Purchase information services

Pathway Topic MKPC03	PROFESSIONAL DEVELOPMENT

MKPC03.01 — **Utilize concepts, tools, and strategies to explore, obtain, and develop a marketing research career.**

MKPC03.01.01 — Acquire information about the marketing research industry to aid in making career choices.

Sample Indicators
Identify career opportunities in marketing research
Explain the role and responsibilities of marketing researchers

MKPC03.01.02 — Utilize career-advancement activities to enhance professional development in marketing research.

Sample Indicators
Determine professional certification requirements in marketing research
Assess the services of professional organizations in marketing research

Pathway Topic MKPC04	STRATEGIC MANAGEMENT

MKPC04.01 — **Use tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/marketing research department.**

MKPC04.01.01 — Utilize planning tools to guide organization's/marketing research department's activities.

Sample Indicators
Provide input into strategic planning

Pathway Topic MKPC05	MARKETING INFORMATION MANAGEMENT

MKPC05.01 — **Utilize concepts, systems, and tools for gathering, accessing, synthesizing, evaluating, and disseminating information to facilitate business decisions.**

MKPC05.01.01 — Assess marketing information needs to develop a marketing information management system.

Sample Indicators
Assess marketing information needs
Identify issues and trends in marketing research
Develop marketing information management system

MKPC05.01.02 — Design quantitative marketing research activities to ensure accuracy, appropriateness, and adequacy of data collection efforts.

Sample Indicators
Explain the nature of actionable research

Compare business objectives with the expected use of the marketing research outcomes

Select appropriate research techniques

Identify the marketing research problem/issue

Determine research approaches (e.g., observation, survey, experiment) appropriate to the research problem

Select data collection methods (e.g., observations, mail, telephone, Internet, discussion groups, interviews, scanners)

Evaluate the relationship between the research purpose and the marketing research objectives

Estimate the value of research information

Develop sampling plans (i.e., who, how many, how chosen)

Prepare research briefs and proposals

Control sources of error and bias (e.g., response errors, interviewer errors, non-response errors, sample design)

Develop rating scales (including Likert scales, semantic differential scales, behavior intention scales, etc.)

Prepare diaries (e.g., product, media-use, contact)

Create simple questionnaires (e.g., types of questions, question wording, routing, sequencing, length, layout)

MKPC05.01.03	Design qualitative marketing research study to ensure appropriateness of data-collection efforts.
Sample Indicators	Design qualitative research study
	Develop discussion guide for a qualitative marketing research study
	Develop screener for a qualitative marketing research study
	Determine sample for qualitative marketing research study
MKPC05.01.04	Collect secondary marketing data to ensure accuracy and adequacy of information for decision-making.
Sample Indicators	Obtain information from customer databases
	Obtain marketing information from online sources (e.g., search engines, online databases, blogs, listserves, etc.)
	Data mine web log for marketing information
	Track environmental changes that impact marketing (e.g., technological changes, consumer trends, economic changes, regulatory changes, etc.)
	Monitor sales data (by volume, product, territory, channel, time period, etc.)
	Identify transactional data through electronic means (e.g., bar coding, optical scanners, automatic replenishment systems, electronic data interchange [EDI], and reader-sorters)
	Measure market size and composition
MKPC05.01.05	Implement primary marketing research strategy to test hypothesis and/or to resolve issues.
Sample Indicators	Administer questionnaires
	Conduct telephone interviews
	Employ techniques to assess ongoing behavior (e.g., business records; manual record sheets; electronic recording devices for telephone, personal, and computer interviewing; smart cards; audio-visual equipment)
	Conduct in-depth interviews
	Conduct focus groups
	Conduct continuous panel research
	Conduct test markets
	Conduct experiments (e.g., lab and field experiments)

MKPC05.01.06	Process data to translate marketing information into useful insights/knowledge.
Sample Indicators	Edit research data
	Group and score research data
	Conduct error detection/edit routines
	Tabulate data
	Create data matrix
	Select and use appropriate data support systems
	Analyze narrative text (e.g., sorting, classifying/ categorizing, identifying patterns, interpreting, selecting mechanical analysis approaches)
	Interpret research data into information for decision-making
MKPC05.01.07	Apply statistical methods and software systems to aid in data interpretation.
Sample Indicators	Test for significant differences
	Test for relationships
	Test for associations
	Use statistical inferences to make estimates or to test hypotheses
	Identify types of modeling techniques
	Apply mathematical modeling techniques
MKPC05.01.08	Report findings to communicate research information to others.
Sample Indicators	Set confidence levels
	Test for significant differences
	Test for relationships
	Test for associations
	Use statistical inferences to make estimates or to test hypotheses
	Identify types of modeling techniques
	Apply mathematical modeling techniques
	Use statistical software systems (e.g., SPSS, Excel, Access, etc.)
MKPC05.01.09	Interpret research data into information for decision-making.
Sample Indicators	Interpret descriptive statistics for marketing decision-making
	Interpret correlations
MKPC05.01.10	Manage marketing information to facilitate pricing strategies that maximize return and meet customers' perceptions of value.
Sample Indicators	Determine price sensitivity
MKPC05.01.11	Manage marketing information to predict/analyze consumer behavior.
Sample Indicators	Predict demand patterns
	Conduct demand analysis
	Evaluate product usage
	Analyze purchasing behavior
MKPC05.01.12	Manage marketing information to facilitate product/service management decisions.
Sample Indicators	Conduct product analysis
	Conduct customer satisfaction studies
	Conduct service quality studies
	Identify new product opportunities
	Test product concepts
	Design and conduct product tests
	Determine attitudes towards products and brands
	Provide information to launch new products

Estimate repeat purchase rate
Estimate purchase cycle
Predict brand share
Estimate market share
Prepare trend analyses
Monitor inventory data
Tract cost data
Collect product quality data
Conduct segmentation studies to understand how to segment products
Track brand health

MKPC05.01.13	Manage marketing information to facilitate promotional activities.
Sample Indicators	Pre-test promotional campaign (e.g., advertising, direct marketing, etc.)
	Conduct advertising tracking studies
	Measure media audience
	Measure response rates
MKPC05.01.14	Assess quality of marketing research activities to determine needed improvements.
Sample Indicators	Evaluate quality of marketing research studies (e.g., timeliness, speed, sampling, validity/reliability, bias, etc.)
	Assess satisfaction with contracted research firms
	Measure the impact of marketing research
	Suggest improvements to marketing research activities
MKPC05.01.15	Compare marketing research proposals to select agency providing the most value.
Sample Indicators	Evaluate proposed research methodology