Correlation of

***Principles of Management, 2e,* Dansby/Sovak**

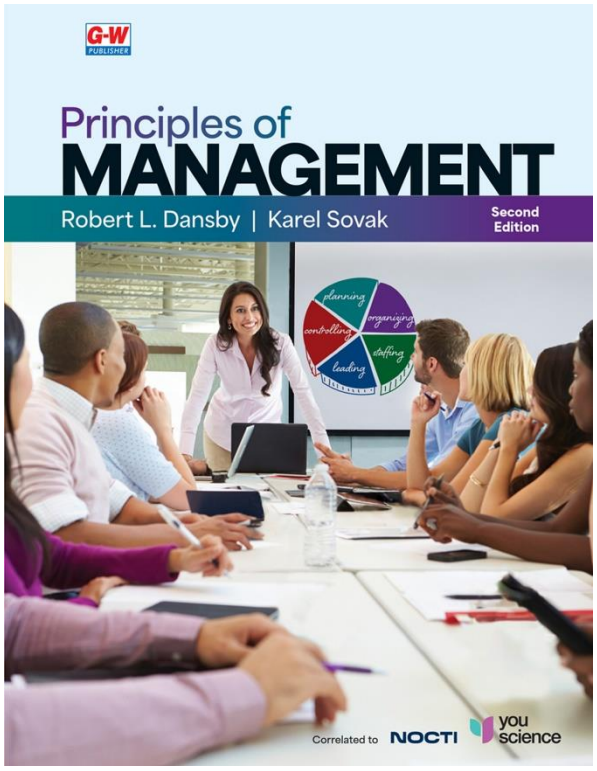
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to

Idaho Program Standards for Business Management

Principles of Management presents a comprehensive framework to learn about the five basic functions of management: planning, organizing, staffing, leading, and controlling. Students will learn about the responsibilities and rewards of being a manager for a profit or not-for-profit organization. The importance of managerial soft skills is also emphasized. As students explore and discover principles of management in the workplace, they will learn lifelong skills to help them become productive workers.

Principles of Management provides content aligned with challenging academic standards and relevant technical knowledge and skills for students to further their education and succeed in current or emerging professions.



Standards / Objectives / Indicators	Textbook Pages
Content Standard 1.0: Functions of Management	
Performance Standard 1.1: Planning Function	
1.1.1. Explain what planning is and why it is done	**Instruction:** Pg. 7 Functions of Management Pg. 40 Planning Function **Application:** Pg. 10 Build Your Vocabulary Pg. 44 Check Your Understanding #1 Pg. 53 Review Your Knowledge #1

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Standards / Objectives / Indicators	Textbook Pages
1.1.2. Demonstrate the ability to set priorities	**Instruction:** Pg. 170-171 Time Management **Application:** Pg. 173 Check Your Understanding #1, 2 Pg. 175 Review Your Knowledge #6 Pg. 175 Apply Your Knowledge #6
1.1.3. Apply the decision-making process to a business application	**Instruction:** Pg. 64-65 Systematic Decision-Making Pg. 64 Figure 4-4 **Application:** Pg. 69 Apply Your Knowledge #8
1.1.4. List the steps in problem solving	**Instruction:** Pg. 64-65 Systematic Decision-Making Pg. 64 Figure 4-4 **Application:** Pg. 67 Check Your Understanding #1, 2 Pg. 68 Review Your Knowledge #8
1.1.5. Define the role of strategic planning in a business	**Instruction:** Pg. 41-42 Types of Plans **Application:** Pg. 44 Check Your Understanding #3 Pg. 44 Build Your Vocabulary
1.1.6. Identify factors involved with a strategic plan	**Instruction:** Pg. 45-47 Strategic Planning Process **Application:** Pg. 51 Check Your Understanding #1, 2 Pg. 53 Review Your Knowledge #6, 7 Pg. 53 Apply Your Knowledge #7
1.1.7. Describe the process involved in developing a budget	**Instruction:** Pg. 49 Single-Use Plan Pg. 60-63 Budgets Pg. 191-192 Budget Analysis **Application:** Pg. 68 Review Your Knowledge #5

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Standards / Objectives / Indicators	Textbook Pages
1.1.8. Evaluation and measurement strategies for the effectiveness of plan implementation	**Instruction:** Pg. 182-193 Chapter 11 Controlling **Application:** Pg. 186 Check Your Understanding #1-4 Pg. 193 Check Your Understanding #1-5 Pg. 195 Review Your Knowledge #1, 3-5, 7-10 Pg. 195 Apply Your Knowledge #1-8
1.1.9. Explore company values, vision and mission statement	**Instruction:** Pg. 45-46 Review Organizational Mission and Vision Statements Pg. 82-85 Section 5.2 Defining Corporate Culture **Application:** Pg. 53 Review Your Knowledge #7 Pg. 54 Internet Research (Mission Statement) Pg. 85 Check Your Understanding #1-5
Performance Standard 1.2: Organizing Function	
1.2.1. Explain the importance of organizing for the business	**Instruction:** Pg. 76-81, Section 5.1 Importance of Organizing **Application:** Pg. 81 Check Your Understanding #1, 4, 5 Pg. 87 Review Your Knowledge #1, 3, 4, 6 Pg. 87 Apply Your Knowledge #3, 4, 5
1.2.2. Explain how the organizing function relates to using various resources to accomplish strategic goals	**Instruction:** Pg. 76-81, Section 5.1 Importance of Organizing **Application:** Pg. 81 Check Your Understanding #1, 2 Pg. 87 Review Your Knowledge #1, 3
1.2.3. Explain the advantages and disadvantages of centralization and decentralization	**Instruction:** Pg. 78 Chain of Command **Application:** Pg. 87 Apply Your Knowledge #4
1.2.4. Describe how the organization provides for accountability through authority and responsibility	**Instruction:** Pg. 7 Delegation Pg. 132-133 Leaders Empower Employees **Application:** Pg. 134 Check Your Understanding #4

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Standards / Objectives / Indicators	Textbook Pages
1.2.5. Demonstrate ability to delegate responsibilities	**Instruction:** Pg. 7 Delegation Pg. 132-133 Leaders Empower Employees Pg. 135 Leadership Style **Application:** Pg. 17 Apply Your Knowledge #2 Pg. 143 Apply Your Knowledge #4
1.2.6. Develop procedures for efficient workflow	**Instruction:** Pg. 182-186 Section 11.1 Importance of Controlling Pg. 187 Organizational Performance **Application:** Pg. 186 Check Your Understanding #2-5 Pg. 193 Check Your Understanding #1 Pg. 195 Apply Your Knowledge #2, 3, 5, 6
1.2.7. Prepare an agenda and conduct an orderly meeting	**Instruction:** Pg. 139-141 Section 8.3 Effective Teams and Meetings Pg. 140 Figure 8-6 **Application:** Pg. 144 Apply Your Knowledge #10
Performance Standard 1.3: Directing Function	
1.3.1. Identify the need for leadership	**Instruction:** Pg. 130 Leading Function **Application:** Pg. 143 Review Your Knowledge #1
1.3.2. Identify leaders	**Instruction:** Pg. 130-134 Section 8.1 Importance of Leading **Application:** Pg. 134 Check Your Understanding #1 Pg. 144 Internet Research (Famous Leaders)
1.3.3. Describe leadership qualities (e.g., personality traits) of effective leaders	**Instruction:** Pg. 130 Leading Function **Application:** Pg. 144 Internet Research (Leadership Traits)
1.3.4. Compare and contrast alternative leadership styles and the appropriate style for a given situation.	**Instruction:** Pg. 135-136 Leadership Style, Management Style **Application:** Pg. 138 Check Your Understanding #1, 2 Pg. 143 Review Your Knowledge #6, 7

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Standards / Objectives / Indicators	Textbook Pages
1.3.5. Compare and contrast the leading/directing function to other management functions	**Instruction:** Pg. 130 Leading Function **Application:** Pg. 134 Check Your Understanding #1
1.3.6. Describe management's role in stimulating innovation and creativity	**Instruction:** Pg. 133-134 Leaders Motivate Others **Application:** Pg. 143 Review Your Knowledge #4, 5 Pg. 143 Apply Your Knowledge #5
Performance Standard 1.4: Controlling and Evaluating Functions	
1.4.1. Define the control function and discuss how to apply it to one's life	**Instruction:** Pg. 7-8 Functions of Management Pg. 182-183 Controlling Function, Figure 11-1 **Application:** Pg. 195 Review Your Knowledge #1 Pg. 195 Apply Your Knowledge #1, 2
1.4.2. Discuss why the control function is used in business	**Instruction:** Pg. 7-8 Functions of Management Pg. 182-183 Controlling Function **Application:** Pg. 195 Review Your Knowledge #1 Pg. 195 Apply Your Knowledge #1, 2
1.4.3. Determine the controlling strategy to be used for a given business situation	**Instruction:** Pg. 185-186 Take Action **Application:** Pg. 186 Check Your Understanding #5 Pg. 195 Review Your Knowledge #5 Pg. 195 Apply Your Knowledge #5
1.4.4. Determine alternative actions when goals are not being met in a specific situation (e.g., changing goals, changing strategies)	**Instruction:** Pg. 185-186 Take Action **Application:** Pg. 186 Check Your Understanding #5 Pg. 195 Review Your Knowledge #5 Pg. 195 Apply Your Knowledge #5

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Standards / Objectives / Indicators	Textbook Pages
1.4.5. Prepare managerial reports about production, personnel, equipment, and operational costs	**Instruction:** Pg. 185 Reports Pg. 392-405 Appendix: Writing a Management Report **Application:** Pg. 197 CTSOs Event Prep: Written Events
1.4.6. Evaluate job applicants based upon interviews	**Instruction:** Pg. 94 Interviewing Pg. 365-366 Interview Questions, After an Interview **Application:** Pg. 373 Apply Your Knowledge #6, 7, 8 Pg. 374 Teamwork Pg. 375 CTSOs Event Prep: Job Interview
Content Standard 2.0: Financial Decision Making	
Performance Standard 2.1: Internal and External Financial Statements	
2.1.1. Describe why financial statements are important.	**Instruction:** Pg. 60 Accounting Information Pg. 189-191 Financial Controls **Application:** Pg. 193 Check Your Understanding #3 Pg. 195 Review Your Knowledge #8
2.1.2. Analyze and interpret data on financial statements.	**Instruction:** Pg. 189-191 Financial Controls Pg. 190, 191 Figure 11-3, Figure 11-4 **Application:** Pg. 193 Check Your Understanding #3, 4 Pg. 195 Review Your Knowledge #8 Pg. 195 Apply Your Knowledge #8
Performance Standard 2.2: Financial Data in Planning	
2.2.1. Distinguish between short- and long-term plans.	**Instruction:** Pg. 41-42 Types of Plans Pg. 45-51 Section 3.2 Developing Plans **Application:** Pg. 51 Check Your Understanding #4, 5 Pg. 53 Review Your Knowledge #6, 8, 10

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Standards / Objectives / Indicators	Textbook Pages
2.2.2. Describe how a sales forecast can be a short- or long-term plan.	**Instruction:** Pg. 43-44 Sales Analysis Pg. 62-63 Sales Budget **Application:** Pg. 53 Review Your Knowledge #5 Pg. 69 Apply Your Knowledge #5, 6
Performance Standard 2.3: Funding Sources	
2.3.1. Identify traditional sources for securing financing.	**Instruction:** Pg. 282-283 Funding **Application:** Pg. 285 Check Your Understanding #3 Pg. 291 Review Your Knowledge #5
2.3.2. Compare and contrast traditional and nontraditional sources for securing financing.	**Instruction:** Pg. 282-283 Funding **Application:** Pg. 285 Check Your Understanding #3 Pg. 291 Review Your Knowledge #5 Pg. 291 Apply Your Knowledge #5
2.3.3. Identify the relationships among price, market share, and profitability.	**Instruction:** Pg. 314-315 Price Pg. 318-319 Marketing Plan **Application:** Pg. 317 Check Your Understanding #4 Pg. 320 Check Your Understanding #3 Pg. 327 Apply Your Knowledge #3 Pg. 328 Internet Research (Pricing Strategy)
Content Standard 3.0: Competitive Analysis and Marketing Strategies	
Performance Standard 3.1: Business Competition	
3.1.1. Identify ways businesses compete with one another (e.g., quality, service, status, price).	**Instruction:** Pg. 246 Economic Competition **Application:** Pg. 247 Check Your Understanding #5 Pg. 255 Review Your Knowledge #6 Pg. 255 Apply Your Knowledge #5, 6, 7

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Standards / Objectives / Indicators	Textbook Pages
3.1.2. Define market share.	**Instruction:** Pg. 43 Market Analysis Pg. 319 Marketing Plan **Application:** Pg. 320 Check Your Understanding #3
3.1.3. Compare and contrast various forms of competition (e.g., pure competition, oligopoly, Monopolistic.	**Instruction:** Pg. 246 Economic Competition **Application:** Pg. 247 Check Your Understanding #5 Pg. 255 Apply Your Knowledge #5
3.1.4. Describe how various laws impact competition (e.g., Sherman Act, Robinson-Patman).	**Instruction:** Pg. 226-227 Fair Competition **Application:** Pg. 237 Apply Your Knowledge #6 Pg. 238 Teamwork
Performance Standard 3.2: Competitive Advantage	
3.2.1. Calculate the return on investment when given a set of financial data.	**Instruction:** Pg. 283-284 Return on Investment **Application:** Pg. 285 Check Your Understanding #4
3.2.2. Describe ways to increase market share.	**Instruction:** Pg. 43 Market Analysis Pg. 46-47 Conduct a Situation Analysis Pg. 312-317 Section 18.1 Introduction to Marketing Pg. 319 Marketing Plan **Application:** Pg. 44 Check Your Understanding #5 Pg. 53 Apply Your Knowledge #5, 7 Pg. 327 Review Your Knowledge #1
3.2.3. Analyze relative competitive strengths and weaknesses using appropriate tools [e.g., strengths, weaknesses, opportunities, threats (SWOT)].	**Instruction:** Pg. 46-47 SWOT Analysis **Application:** Pg. 53 Apply Your Knowledge #7
Performance Standard 3.3: Internal Comparisons and External Research Services	
3.3.1. Explain the purposes of external research services and explain why businesses use them for competitive purposes.	**Instruction:** Pg. 42 Research **Application:** Pg. 53 Review Your Knowledge #4

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Standards / Objectives / Indicators	Textbook Pages
3.3.2. Explain the purposes of internal research services and why businesses use them (e.g., consumer affairs, consumer panels, and marketing research).	**Instruction:** Pg. 42 Research **Application:** Pg. 53 Review Your Knowledge #4
3.3.3. Describe why an ongoing analysis of customer satisfaction is necessary for attaining competitive advantage.	**Instruction:** Pg. 43 Market Analysis Pg. 207 Customer Focus **Application:** Pg. 44 Check Your Understanding #5 Pg. 53 Apply Your Knowledge #5 Pg. 213 Apply Your Knowledge #6
Content Standard 4.0: Human Resource Management	
Performance Standard 4.1: Employee Development	
4.1.1. Explain why orientation and ongoing training are needed for successful employee performance.	**Instruction:** Pg. 95, 96 Orientation, Training **Application:** Pg. 105 Review Your Knowledge #4 Pg. 105 Apply Your Knowledge #4
4.1.2. State why professional development is a shared responsibility between the business and the individual.	**Instruction:** Pg. 96 Training **Application:** Pg. 97 Check Your Understanding #4
4.1.3. Identify different types of orientation and training needed.	**Instruction:** Pg. 95, 96 Orientation, Training **Application:** Pg. 105 Review Your Knowledge #4 Pg. 105 Apply Your Knowledge #4
4.1.4. Explain the relationship of continuous training to professional development.	**Instruction:** Pg. 96 Training Pg. 344 Lifelong Learning **Application:** Pg. 97 Check Your Understanding #4 Pg. 105 Review Your Knowledge #4 Pg. 105 Apply Your Knowledge #4 Pg. 351 Review Your Knowledge #7

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Standards / Objectives / Indicators	Textbook Pages
4.1.5. Identify the benefits of other forms of employee development (e.g., workshops, conferences, course work, and professional associations).	**Instruction:** Pg. 96 Training **Application:** Pg. 97 Check Your Understanding #4 Pg. 105 Review Your Knowledge #4
4.1.6. Determine preventive actions for office communication problems.	**Instruction:** Pg. 151-153 Barriers to Effective Communication **Application:** Pg. 161 Review Your Knowledge #5 Pg. 161 Apply Your Knowledge #4
4.1.7. Describe diversity and explain why it matters (e.g. social media).	**Instruction:** Pg. 96-97 Diversity **Application:** Pg. 97 Check Your Understanding #5
Performance Standard 4.2: Evaluation	
4.2.1. Explain the need for employee evaluation.	**Instruction:** Pg. 101 Performance Management **Application:** Pg. 105 Review Your Knowledge #8 Pg. 106 Apply Your Knowledge #8
4.2.2. Explain how employees are evaluated.	**Instruction:** Pg. 101 Performance Management Pg. 102 Figure 6-3 **Application:** Pg. 103 Check Your Understanding #1 Pg. 105 Review Your Knowledge #8 Pg. 106 Apply Your Knowledge #8 Pg. 106 Teamwork
4.2.3. Identify the consequences to employees of positive or negative performance appraisals.	**Instruction:** Pg. 101 Performance Management Pg. 103 Termination of Employees Pg. 111 Workplace Rule Violations **Application:** Pg. 105 Review Your Knowledge #10 Pg. 106 Apply Your Knowledge #10 Pg. 123 Apply Your Knowledge #1

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Standards / Objectives / Indicators	Textbook Pages
4.2.4. Describe the procedures used in the evaluation process and why they are needed.	**Instruction:** Pg. 101 Performance Management Pg. 102 Figure 6-3 **Application:** Pg. 103 Check Your Understanding #1 Pg. 105 Review Your Knowledge #8 Pg. 106 Teamwork
4.2.5. Design an evaluation system.	**Instruction:** Pg. 101 Performance Management Pg. 102 Figure 6-3 **Application:** Pg. 106 Teamwork
4.2.6. Describe the legal implications of using performance appraisals to terminate or demote employees.	**Instruction:** Pg. 103 Termination of Employees **Application:** Pg. 103 Check Your Understanding #4 Pg. 106 Apply Your Knowledge #10
4.2.7. Choose appropriate action in solving problems involving violation of business principles.	**Instruction:** Pg. 111 Workplace Rule Violations **Application:** Pg. 123 Apply Your Knowledge #1
Performance Standard 4.3: Recruiting and Selection	
4.3.1. Identify recruiting sources of new employees.	**Instruction:** Pg. 94-95 Recruitment, Figure 6-2 **Application:** Pg. 97 Check Your Understanding #3 Pg. 105 Review Your Knowledge #3
4.3.2. Identify methods used to recruit and select employees.	**Instruction:** Pg. 94-95 Recruitment, Figure 6-2 **Application:** Pg. 97 Check Your Understanding #3 Pg. 105 Review Your Knowledge #3
4.3.3. Complete a job application form.	**Instruction:** Pg. 358 Experience Pg. 361-363 Applying for Employment **Application:** Pg. 373 Review Your Knowledge #5 Pg. 373 Apply Your Knowledge #1

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Standards / Objectives / Indicators	Textbook Pages
4.3.4. Describe legislation affecting the selection process and why it is important (e.g., affirmative action, right to privacy).	**Instruction:** Pg. 116 Equal Employment Opportunity Laws Pg. 117 Figure 7-3 **Application:** Pg. 121 Check Your Understanding #2, 3 Pg. 123 Review Your Knowledge #7
4.3.5. Identify common selection tools and determine why they are used (e.g., interview, tests, reference checks).	**Instruction:** Pg. 94-95 Interviewing, Verifying Employment, Negotiating an Offer Pg. 364-368 Job Interviews and the Employment Process **Application:** Pg. 105 Review Your Knowledge #3 Pg. 371 Check Your Understanding #1 Pg. 373 Review Your Knowledge #10
4.3.6. Develop a job description and determine how it will be used in the recruiting process.	**Instruction:** Pg. 93 Job Analysis, Job Description **Application:** Pg. 105 Apply Your Knowledge #2
Performance Standard 4.4: Labor Contract Implementation	
4.4.1. Describe the common elements of a labor contract.	**Instruction:** Pg. 115-116 Labor Relations Laws Pg. 226 Employment Contracts **Application:** Pg. 230 Check Your Understanding #2 Pg. 327 Review Your Knowledge #5
4.4.2. Outline the procedures involved in the grievance process.	**Instruction:** Pg. 113-114 Grievances **Application:** Pg. 123 Review Your Knowledge #5
4.4.3. Discuss the role of human resources personnel in the collective bargaining process.	**Instruction:** Pg. 113-114 Grievances Pg. 115 Labor Relations Laws **Application:** Pg. 123 Review Your Knowledge #5
Performance Standard 4.5: Compensation, Promotion, Benefits, and Incentives	

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Standards / Objectives / Indicators	Textbook Pages
4.5.1. Identify benefits available to all employees.	**Instruction:** Pg. 99 Benefits **Application:** Pg. 100 Check Your Understanding #3
4.5.2. Explain the methods used to compensate employees (e.g., wages, salary, commission).	**Instruction:** Pg. 98 Compensation **Application:** Pg. 100 Check Your Understanding #1-2 Pg. 105 Review Your Knowledge #6
4.5.3. Identify various career paths available to employees.	**Instruction:** Pg. 335-336 Levels of Careers Pg. 336 Career Planning **Application:** Pg. 341 Check Your Understanding #2 Pg. 351 Apply Your Knowledge #2
4.5.4. Calculate wages paid under various compensation methods.	**Instruction:** Pg. 98 Compensation **Application:** Pg. 105 Review Your Knowledge #6
4.5.5. Describe policies and procedures used to manage compensation (e.g., company performance, benchmarking, profit sharing).	**Instruction:** Pg. 98 Compensation **Application:** Pg. 100 Check Your Understanding #1, 3
4.5.6. Establish criteria for promoting employees.	**Instruction:** Pg. 101 Performance Management Pg. 102 Figure 6-3 **Application:** Pg. 103 Check Your Understanding #1 Pg. 106 Teamwork
4.5.7. Describe the relative merits and possible disadvantages of internal promotion vs. hiring from outside.	**Instruction:** Pg. 96-97 Diversity **Application:** Pg. 97 Check Your Understanding #5 Pg. 106 Internet Research (Recruitment and Diversity)
Performance Standard 4.6: Separation, Termination and Transition	

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Standards / Objectives / Indicators	Textbook Pages
4.6.1. Define the concept of downsizing and why it occurs.	**Instruction:** Pg. 103 Termination of Employees **Application:** Pg. 103 Check Your Understanding #5 Pg. 103 Build Your Vocabulary Pg. 106 Internet Research (Downsizing)
4.6.2. Describe programs available to assist displaced employees.	
4.6.3. Discuss how internal and external factors can affect downsizing (e.g., economy, competition, government regulations).	**Instruction:** Pg. 103 Termination of Employees Pg. 220 Business Environment Pg. 242 Economic Environment Pg. 248-250 Economic Indicators Pg. 262-264 Regulations **Application:** Pg. 103 Check Your Understanding #5 Pg. 106 Internet Research (Downsizing) Pg. 224 Check Your Understanding #1 Pg. 255 Apply Your Knowledge #8
4.6.4. Identify the consequences of downsizing on the individual, the company, the economy, and society.	**Instruction:** Pg. 103 Termination of Employees Pg. 250-251 Business Cycle **Application:** Pg. 103 Check Your Understanding #5 Pg. 106 Internet Research (Downsizing)
4.6.5. Discuss whether a company has a responsibility to provide retraining programs and severance packages for displaced workers.	
Performance Standard 4.7: Labor Legislation	
4.7.1. Describe how the workplace has changed as a result of labor legislation (e.g., drug testing, ADA, sexual harassment, safety).	**Instruction:** Pg. 115-118 Section 7.2 Employment Laws Pg. 268 Labor Laws **Application:** Pg. 121 Check Your Understanding #1-4 Pg. 124 Review Your Knowledge #6-8 Pg. 124 Internet Research (Federal Labor Legislation, Sexual Harassment)

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Standards / Objectives / Indicators	Textbook Pages
4.7.2. Describe why the workplace has changed as a result of labor legislation.	**Instruction:** Pg. 115-118 Section 7.2 Employment Laws Pg. 268 Labor Laws **Application:** Pg. 121 Check Your Understanding #1-4 Pg. 123 Review Your Knowledge #6-8 Pg. 124 Internet Research (Federal Labor Legislation, Sexual Harassment)
4.7.3. Discuss the viability of specific labor legislation.	**Instruction:** Pg. 115-118 Section 7.2 Employment Laws Pg. 268 Labor Laws **Application:** Pg. 124 Review Your Knowledge #6-8 Pg. 124 Apply Your Knowledge #7 Pg. 124 Internet Research (Federal Labor Legislation)
4.7.4. Discuss the effect of legislation has had on company productivity and profitability.	**Instruction:** Pg. 115-118 Section 7.2 Employment Laws Pg. 268 Labor Laws **Application:** Pg. 121 Check Your Understanding #1-4 Pg. 123 Review Your Knowledge #6-8 Pg. 124 Internet Research (Federal Labor Legislation, Sexual Harassment)
Performance Standard 4.8: Internal Communications	
4.8.1. Describe the methods used by management to communicate with employees (e.g., formal and informal).	**Instruction:** Pg. 154-155 Formal Communication, Informal Communication **Application:** Pg. 159 Check Your Understanding #1 Pg. 161 Review Your Knowledge #7

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Standards / Objectives / Indicators	Textbook Pages
4.8.2. Demonstrate the effective use of various communication methods.	**Instruction:** Pg. 148-151 Communication, Communication Process, Types of Communication Pg. 154-159 Section 9.2 Organizational Communication **Application:** Pg. 153 Check Your Understanding #3 Pg. 159 Check Your Understanding #3, 4, 5 Pg. 161 Review Your Knowledge #4 Pg. 161 Apply Your Knowledge #8 Pg. 18, 34, 54, 69, 70, 88, 106, 124, 144, 162, 176, 196, 214, 238, 256, 272, 292, 308, 328, 352, 374, 390 Communication Skills
4.8.3. Differentiate among the various electronic and non electronic telecommunication methods.	**Instruction:** Pg. 30-31 Management of Remote Workers Pg. 141 Remote Meetings Pg. 150-151 Types of Communication **Application:** Pg. 33 Apply Your Knowledge #9, 10 Pg. 141 Check Your Understanding #5 Pg. 161 Review Your Knowledge #4
4.8.4. Explain the importance of timely communication of information pertinent to employees.	**Instruction:** Pg. 113 Change Management **Application:** Pg. 123 Apply Your Knowledge #4
Content Standard 5.0: Organizational Structure	
Performance Standard 5.1: Basic Organizational Structures	
5.1.1. Identify the levels of management.	**Instruction:** Pg. 8-10 Levels of Management **Application:** Pg. 10 Check Your Understanding #3-5 Pg. 17 Review Your Knowledge #3
5.1.2. Describe line vs. staff departments and the authority relationship between them.	**Instruction:** Pg. 78-79 Line Structure, Line-and-Staff Structure Pg. 79 Figure 5-2, Figure 5-3 **Application:** Pg. 81 Check Your Understanding #4 Pg. 88 Teamwork

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Standards / Objectives / Indicators	Textbook Pages
5.1.3. Differentiate between tall and flat organizational structures.	**Instruction:** Pg. 78-80 Chain of Command Pg. 79-80 Figure 5-2, Figure 5-3, Figure 5-4 **Application:** Pg. 81 Check Your Understanding #4 Pg. 88 Teamwork
Performance Standard 5.2: Business Ownership	
5.2.1. Identify and provide examples of basic ownership forms.	**Instruction:** Pg. 223-224 Business Organization **Application:** Pg. 224 Check Your Understanding #5 Pg. 237 Apply Your Knowledge #4
5.2.2. Compare and contrast the forms of business ownership.	**Instruction:** Pg. 223-224 Business Organization **Application:** Pg. 237 Review Your Knowledge #4 Pg. 237 Apply Your Knowledge #4
5.2.3. Identify variations of basic ownership forms (e.g., franchises, employee stock ownership programs).	**Instruction:** Pg. 223-224 Business Organization **Application:** Pg. 237 Review Your Knowledge #4 Pg. 237 Apply Your Knowledge #4
Performance Standard 5.3: Organizational Models	
5.3.1. State the advantages and disadvantages of the team concept to the organization.	**Instruction:** Pg. 79-80 Team Structure Pg. 139-14 Teams **Application:** Pg. 141 Check Your Understanding #1 Pg. 144 Apply Your Knowledge #9
5.3.2. Discuss the interrelationships of a variety of organizational models (e.g., line, line and staff, functional).	**Instruction:** Pg. 77-78 Departmentalization Pg. 78-80 Chain of Command Pg. 79-80 Figure 5-2, Figure 5-3, Figure 5-4 **Application:** Pg. 81 Check Your Understanding #4 Pg. 87 Review Your Knowledge #3 Pg. 87 Apply Your Knowledge #3 Pg. 88 Teamwork

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Standards / Objectives / Indicators	Textbook Pages
5.3.3. Analyze organizational charts and determine how they need to be modified.	**Instruction:** Pg. 76-81 Section 5.1 Importance of Organizing; Figures 5-1, 5-2, 5-3, 5-4 **Application:** Pg. 87 Review Your Knowledge #1 Pg. 88 Teamwork
5.3.4. Design an organizational chart.	**Instruction:** Pg. 76-81 Section 5.1 Importance of Organizing; Figures 5-1, 5-2, 5-3, 5-4 **Application:** Pg. 88 Teamwork
5.3.5. Describe the effects of group dynamics on group decision making and consensus building.	**Instruction:** Pg. 137-138 Conflict Resolution Pg. 139-140 Teams **Application:** Pg. 144 Apply Your Knowledge #9
Content Standard 6.0: General Management Skills	
Performance Standard 6.1: Time Management Skills	
6.1.1. Discuss the importance of time management, both professionally and personally, including the consequences of poor time management skills.	**Instruction:** Pg. 168 Employability Skills (Self-Management Skills) Pg. 170 Time Management **Application:** Pg. 173 Check Your Understanding #1
6.1.2. Perform a personal time management analysis for a given period of time.	**Instruction:** Pg. 170 Time Management **Application:** Pg. 175 Apply Your Knowledge #6
6.1.3. Develop a time management plan using cases and simulations.	**Instruction:** Pg. 170 Time Management **Application:** Pg. 175 Review Your Knowledge #6 Pg. 175 Apply Your Knowledge #6
Performance Standard 6.2: Technology in Management	

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Standards / Objectives / Indicators	Textbook Pages
6.2.1. Describe the role of technology in the overall management process.	**Instruction:** Pg. 12 Embrace Technology Pg. 58-60 Management Information for Planning Purposes **Application:** Pg. 15 Check Your Understanding #2 Pg. 63 Check Your Understanding #1, 2 Pg. 68 Review Your Knowledge #2
6.2.2. Use current technology in various facets of the managerial process.	**Instruction:** Pg. 12 Embrace Technology Pg. 58-60 Management Information for Planning Purposes **Application:** Pg. 18 Internet Research (21st Century Manager) Pg. 63 Check Your Understanding #1, 2 Pg. 68 Review Your Knowledge #2 Pg. 70 Internet Research (Management Information System)
Performance Standard 6.3: Networking Skills	
6.3.1. Describe the advantages of networking in order to achieve personal and professional advancement.	**Instruction:** Pg. 340 Networking **Application:** Pg. 351 Apply Your Knowledge #6
6.3.2. Identify available resources inside and outside of the school useful for making professional contacts (e.g., career development centers, business schools, alumni, business leaders).	**Instruction:** Pg. 339-340 Finding Career Information Pg. 340-341 Career and Technical Student Organizations **Application:** Pg. 341 Check Your Understanding #4, 5 Pg. 351 Review Your Knowledge #4, 5 Pg. 352 Internet Research (Employment Opportunities, Career Match) Pg. 352 Teamwork

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Standards / Objectives / Indicators	Textbook Pages
6.3.3. Develop liaisons with community and professional organizations using strategies such as internships, volunteer work, and membership in organizations.	**Instruction:** Pg. 339-340 Finding Career Information Pg. 340-341 Career and Technical Student Organizations **Application:** Pg. 341 Check Your Understanding #5 Pg. 351 Review Your Knowledge #5 Pg. 352 Teamwork
6.3.4. Demonstrate a knowledge of professional organizations.	**Instruction:** Pg. 340-341 Career and Technical Student Organizations **Application:** Pg. 352 Teamwork
Performance Standard 6.4: Entrepreneurial Thinking	
6.4.1. Define the entrepreneurial way of thinking and describe why it is important (e.g. opportunity recognition).	**Instruction:** Pg. 278 Entrepreneurs Pg. 281-282 Planning Function Pg. 287-288 Organic Growth **Application:** Pg. 285 Check Your Understanding #1 Pg. 291 Review Your Knowledge #1, 2
6.4.2. Use the entrepreneurial way of thinking in one's own life.	**Instruction:** Pg. 281-282 Planning Function **Application:** Pg. 291 Apply Your Knowledge #1, 8
6.4.3. Apply the entrepreneurial way of thinking to solving managerial problems.	**Instruction:** Pg. 281-282 Planning Function **Application:** Pg. 285 Check Your Understanding #1 Pg. 291 Review Your Knowledge #4 Pg. 291 Communication Skills (Speaking)
Content Standard 7.0: Knowledge of Ethics	
Performance Standard 7.1: Ethics in Decision Making	

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Standards / Objectives / Indicators	Textbook Pages
7.1.1. Describe a personal code of ethical behavior.	**Instruction:** Pg. 83-84 Creating an Ethical Culture Pg. 378-380 Digital Citizenship, Intellectual Property **Application:** Pg. 85 Check Your Understanding #3, 4 Pg. 87 Apply Your Knowledge #8 Pg. 382 Check Your Understanding #2, 3 Pg. 389 Apply Your Knowledge #2, 5 Pg. 390 Internet Research (Copyright)
7.1.2. Explain the importance of trust for the successful conduct of business.	**Instruction:** Pg. 83-84 Creating an Ethical Culture **Application:** Pg. 87 Review Your Knowledge #9
7.1.3. Give examples of how unethical behavior results in higher prices for consumers (e.g., insurance fraud).	**Instruction:** Pg. 226-227 Fair Competition **Application:** Pg. 237 Apply Your Knowledge #6
7.1.4. Describe how and why different cultures have different ethical systems.	**Instruction:** Pg. 265-266 Sociocultural Environment Pg. 267 Culture **Application:** Pg. 269 Check Your Understanding #4 Pg. 271 Review Your Knowledge #7
7.1.5. Explain the difference between ethics and governmental regulations.	**Instruction:** Pg. 83-84 Creating an Ethical Culture Pg. 232-235 Social Responsibilities of Business Pg. 226-229 US Laws **Application:** Pg. 85 Check Your Understanding #3 Pg. 87 Apply Your Knowledge #8 Pg. 230 Check Your Understanding #4 Pg. 237 Review Your Knowledge #6 Pg. 237 Apply Your Knowledge #6, 9, 10 Pg. 238 Internet Research (Contemporary Social Responsibility Cases)

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Standards / Objectives / Indicators	Textbook Pages
7.1.6. Describe a business code of ethical behavior.	**Instruction:** Pg. 83-84 Creating an Ethical Culture **Application:** Pg. 85 Check Your Understanding #3 Pg. 85 Build Your Vocabulary Pg. 87 Apply Your Knowledge #8
7.1.7. Give examples of how unethical behavior leads to governmental regulations.	**Instruction:** Pg. 226-229 US Laws **Application:** Pg. 230 Check Your Understanding #4 Pg. 237 Apply Your Knowledge #6
7.1.8. Determine appropriate action in situations requiring application of business ethics.	**Instruction:** Pg. 83-84 Creating an Ethical Culture **Application:** Pg. 85 Check Your Understanding #4 Pg. 87 Apply Your Knowledge #8
7.1.9. Explain the law of precedent in the legal system.	**Instruction:** Pg. 229 Legal Procedure **Application:** Pg. 230 Check Your Understanding #5 Pg. 238 Teamwork
7.1.10. Discuss legislation related to technology with a focus on electronic transitions, computers, and the internet.	**Instruction:** Pg. 58 Management Information for Planning Purposes Pg. 383-386 Section 21.2 Internet Use in the Workplace **Application:** Pg. 68 Review Your Knowledge #3 Pg. 390 Internet Research (Copyright, Identity Theft)
Performance Standard 7.2: Code of Ethics	
7.2.1. Identify ethical considerations resulting from technological advances (e.g., computer snooping or hacking).	**Instruction:** Pg. 378-382 Section 21.1 Communicating in a Digital Society Pg. 383 Acceptable Internet Use **Application:** Pg. 382 Check Your Understanding #1-3 Pg. 387 Check Your Understanding #1 Pg. 388 Review Your Knowledge #3, 6 Pg. 389 Apply Your Knowledge #2, 7 Pg. 390 Teamwork

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Standards / Objectives / Indicators	Textbook Pages
7.2.2. Identify ethical considerations resulting from increasing international competition (e.g., dumping goods on the market at below-cost prices; and trading with countries where unfair labor practices, bribery, and human rights violations exist).	**Instruction:** Pg. 82-84 Corporate Social Responsibility, Creating an Ethical Culture Pg. 232-235 Social Responsibilities of Business Pg. 268 Labor Laws **Application:** Pg. 88 Internet Research (Contemporary Ethics Cases) Pg. 238 Internet Research (Contemporary Social Responsibility Cases)
7.2.3. Identify ethical considerations resulting from increasing business positioning with politicians (e.g., should gifts, lobbying, and honoraria be given to political leaders for business gain?)	
7.2.4. Identify ethical considerations involving employer/employee relationships (e.g., poor working conditions, hours wasted on the job, employee theft).	**Instruction:** Pg. 83-84 Creating an Ethical Culture Pg. 115 Labor Relations Laws Pg. 118 Employee Health and Safety Pg. 154 Communication Management Pg. 188 Concurrent Control Pg. 302 Human Risk **Application:** Pg. 88 Internet Research (Ethical Workplace Behavior, Contemporary Ethics Cases) Pg. 121 Check Your Understanding #4 Pg. 124 Apply Your Knowledge #8 Pg. 307 Apply Your Knowledge #6 Pg. 387 Check Your Understanding #1 Pg. 388 Review Your Knowledge #6 Pg. 390 Teamwork
7.2.5. Identify ethical considerations affecting consumers (e.g., false advertising, shoplifting).	**Instruction:** Pg. 226-229 US Laws Pg. 302 Human Risk **Application:** Pg. 230 Check Your Understanding #3, 4 Pg. 237 Apply Your Knowledge #6 Pg. 307 Apply Your Knowledge #6
7.2.6. Select the best ways to handle confidential information.	**Instruction:** Pg. 83-84 Creating an Ethical Culture

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Standards / Objectives / Indicators	Textbook Pages
7.2.7. Examine the role of social responsibility in decision making.	**Instruction:** Pg. 82-83 Corporate Social Responsibility Pg. 232-235 Social Responsibilities of Business **Application:** Pg. 85 Check Your Understanding #2 Pg. 235 Check Your Understanding #5 Pg. 237 Review Your Knowledge #9 Pg. 237 Apply Your Knowledge #9, 10 Pg. 238 Internet Research (Contemporary Social Responsibility Cases)
Performance Standard 7.3: Social Responsibility	
7.3.1. Define social responsibility.	**Instruction:** Pg. 82-83 Corporate Social Responsibility Pg. 232-235 Social Responsibilities of Business **Application:** Pg. 85 Build Your Vocabulary
7.3.2. Identify ways in which a business organization demonstrates social responsibility.	**Instruction:** Pg. 82 Corporate Social Responsibility Pg. 232 Social Responsibilities of Business **Application:** Pg. 235 Check Your Understanding #5 Pg. 237 Review Your Knowledge #9, 10 Pg. 237 Apply Your Knowledge #9, 10 Pg. 238 Internet Research (Contemporary Social Responsibility Cases)
7.3.3. Identify ways in which a business organization demonstrates social responsibility toward its internal and external stakeholders.	**Instruction:** Pg. 82-83 Corporate Culture **Application:** Pg. 85 Check Your Understanding #2
7.3.4. Discuss the impacts resulting from business organizations being socially responsibility toward their internal and external stakeholders.	**Instruction:** Pg. 82-83 Corporate Culture Pg. 232-235 Social Responsibilities of Business **Application:** Pg. 85 Check Your Understanding #2 Pg. 87 Review Your Knowledge #7, 8 Pg. 235 Check Your Understanding #3 Pg. 237 Apply Your Knowledge #8, 9

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Standards / Objectives / Indicators	Textbook Pages
7.3.5. Recognize the long-term impact of practicing social responsibility.	**Instruction:** Pg. 228-229 Environmental Protection Pg. 229 Figure 13-4 Pg. 232-235 Social Responsibilities of Business **Application:** Pg. 230 Check Your Understanding #3, 4 Pg. 235 Check Your Understanding #5 Pg. 237 Apply Your Knowledge #8, 9
7.3.6. Identify government regulations that have resulted from social irresponsibility.	**Instruction:** Pg. 228-229 Environmental Protection Pg. 229 Figure 13-4 **Application:** Pg. 230 Check Your Understanding #3, 4
Content Standard 8.0: Government Regulations and Social Responsibility	
Performance Standard 8.1: Government Regulations	
8.1.1. Compare the relative merits of having more vs. less government regulation of business.	**Instruction:** Pg. 244-245 Economic Systems **Application:** Pg. 247 Check Your Understanding #3 Pg. 255 Apply Your Knowledge #3
8.1.2. Identify the effects regulation has had on specific industries (e.g., long-distance telephone service).	
8.1.3. Compare specific government regulations and their impact on doing business both domestically and internationally.	**Instruction:** Pg. 226-229 US Laws Pg. 262-264 Regulations Pg. 268 Labor Laws **Application:** Pg. 237 Review Your Knowledge #6 Pg. 264 Check Your Understanding #4, 5 Pg. 271 Review Your Knowledge #4, 5 Pg. 271 Apply Your Knowledge #5 Pg. 272 Internet Research (Trade Agreements)
8.1.4. Identify the regulating responsibilities held by various government agencies (e.g., FTC, USDA, CPSC).	**Instruction:** Pg. 226-228 US Laws **Application:** Pg. 230 Check Your Understanding #3
8.1.5. Discuss how business influences government regulation (e.g., through lobbying).	

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Standards / Objectives / Indicators	Textbook Pages
Performance Standard 8.2: Community Involvement	
8.2.1. Discuss why the definition of "community" (e.g., local area, regional area, national, international) differs among businesses.	
8.2.2. Identify specific ways in which a company can help its community (e.g., jobs, taxes, contributions to special community projects).	**Instruction:** Pg. 231-235 Section 13.3 Responsible Business Practices **Application:** Pg. 237 Review Your Knowledge #8 Pg. 237 Apply Your Knowledge #9 Pg. 238 Internet Research (Contemporary Social Responsibility Cases)
8.2.3. Explain the pros and cons of various levels of community involvement by a business.	**Instruction:** Pg. 82 Corporate Social Responsibility Pg. 231-235 Section 13.3 Responsible Business Practices **Application:** Pg. 237 Review Your Knowledge #8 Pg. 238 Internet Research (Contemporary Social Responsibility Cases)
Content Standard 9.0: Functions of Organized Labor	
Performance Standard 9.1: Roles of Organized Labor and its Influences	
9.1.1. Describe the history of the labor movement and why unions were organized.	**Instruction:** Pg. 115-116 Labor Relations and Compensation **Application:** Pg. 123 Review Your Knowledge #6 Pg. 124 Apply Your Knowledge #6
9.1.2. Describe the collective bargaining process including the use of mediators and arbitrators.	**Instruction:** Pg. 115-116 Labor Relations and Compensation **Application:** Pg. 121 Check Your Understanding #1
9.1.3. Describe legal strategies used by labor and management to gain competitive advantage in contract negotiations (e.g., strikes, boycotts, layoffs, lockouts).	**Instruction:** Pg. 103 Termination of Employees
9.1.4. Identify federal legislation which has affected organized labor and management and explain its effect.	**Instruction:** Pg. 115-116 Labor Relations and Compensation **Application:** Pg. 123 Review Your Knowledge #6 Pg. 124 Internet Research (Federal Labor Legislation)

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Standards / Objectives / Indicators	Textbook Pages
9.1.5. Explain why the participation of workers in labor unions has changed.	
9.1.6. Describe illegal strategies which have been used by labor and management to gain competitive advantage (e.g., wildcat strikes, secondary boycotts, preventing workers from forming unions).	
9.1.7. Describe the changing provisions for the labor contract and reasons for such changes.	
9.1.8. Describe the process involved in forming and operating a labor union.	**Instruction:** Pg. 115-116 Labor Relations and Compensation **Application:** Pg. 124 Apply Your Knowledge #6
Content Standard 10.0: Operations Management	
Performance Standard 10.1: Operations Management Principles and Procedures	
10.1.1. Describe the importance of maintaining close working relationships with external suppliers.	**Instruction:** Pg. 202-203 Business Purchasing
10.1.2. Identify the factors considered when selecting suppliers (e.g., quality, price, reliable delivery).	**Instruction:** Pg. 202-203 Business Purchasing
10.1.3. Identify sources for raw materials and parts, both domestic and international.	**Instruction:** Pg. 202-203 Business Purchasing
10.1.4. Compare and contrast the production of parts internally vs. procurement from external sources.	**Instruction:** Pg. 200-201 Operations Management Pg. 204-205 Inventory Management Pg. 262 Contract Manufacturer **Application:** Pg. 264 Check Your Understanding #3
Performance Standard 10.2: Managing Inventory	
10.2.1. Identify the problems associated with having too much or too little inventory.	**Instruction:** Pg. 204-205 Inventory Management **Application:** Pg. 206 Check Your Understanding #4 Pg. 213 Apply Your Knowledge #4
10.2.2. Apply methods used to count and inspect incoming inventory.	**Instruction:** Pg. 202 Overseeing Quality Control Pg. 202-203 Business Purchasing **Application:** Pg. 206 Check Your Understanding #2

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Standards / Objectives / Indicators	Textbook Pages
10.2.3. Identify the basic forms of inventory carried by a manufacturing firm (e.g., materials and parts, work in process, finished goods).	**Instruction:** Pg. 204 Types of Inventory
10.2.4. Identify appropriate situations in which a Just-In-Time inventory system can and should be used.	**Instruction:** Pg. 204-205 Raw Materials Strategy **Application:** Pg. 206 Check Your Understanding #4 Pg. 213 Apply Your Knowledge #4
10.2.5. Develop a system for maintaining inventory system can and should be used.	**Instruction:** Pg. 204-205 Inventory Management **Application:** Pg. 213 Review Your Knowledge #5
10.2.6. Develop a system for maintaining inventory control (e.g., receiving, tracking, securing, reordering).	**Instruction:** Pg. 204-205 Inventory Management **Application:** Pg. 213 Review Your Knowledge #5
Content Standard 11.0: Positive Customer Relations	
Performance Standard 11.1: Positive Relationships to Enhance Company Image	
11.1.1. Evaluate the nature of positive customer relations.	**Instruction:** Pg. 84-85 Creating a Customer-Focused Culture **Application:** Pg. 85 Check Your Understanding #5 Pg. 87-88 Apply Your Knowledge #9, 10
11.1.2. Demonstrate a customer service mindset.	**Instruction:** Pg. 84-85 Creating a Customer-Focused Culture **Application:** Pg. 85 Check Your Understanding #5 Pg. 87 Review Your Knowledge #10 Pg. 87-88 Apply Your Knowledge #9, 10
11.1.3. Apply business policies to respond appropriately to customer inquiries.	**Instruction:** Pg. 84-85 Creating a Customer-Focused Culture **Application:** Pg. 54 Apply Your Knowledge #10 Pg. 87 Review Your Knowledge #10 Pg. 88 Apply Your Knowledge #10

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Standards / Objectives / Indicators	Textbook Pages
11.1.4. Explain management's role in customer relations.	**Instruction:** Pg. 50 Policies Pg. 84-85 Creating a Customer-Focused Culture **Application:** Pg. 54 Apply Your Knowledge #10 Pg. 87 Review Your Knowledge #10
Performance Standard 11.2: Resolving Conflicts to Encourage Repeat Business	
11.2.1. Resolve difficult customer situations.	**Instruction:** Pg. 84-85 Creating a Customer-Focused Culture **Application:** Pg. 54 Apply Your Knowledge #10 Pg. 87-88 Apply Your Knowledge #9, 10
11.2.2. Formulate solutions to customer/client complaints.	**Instruction:** Pg. 84-85 Creating a Customer-Focused Culture **Application:** Pg. 54 Apply Your Knowledge #10 Pg. 87-88 Apply Your Knowledge #9, 10
Performance Standard 11.3: Brand Promise	
11.3.1. Describe a company's brand promise.	**Instruction:** Pg. 45-46 Review Organizational Mission and Vision Statements Pg. 202 Overseeing Quality Control **Application:** Pg. 54 Internet Research (Mission Statement) Pg. 206 Check Your Understanding #2
11.3.2. Determine ways of reinforcing a company's image through employee performance.	**Instruction:** Pg. 84-85 Creating a Customer-Focused Culture Pg. 166-168 Soft Skills Pg. 202 Overseeing Quality Control **Application:** Pg. 87 Review Your Knowledge #10 Pg. 87-88 Apply Your Knowledge #9, 10 Pg. 169 Check Your Understanding #1, 4 Pg. 175 Review Your Knowledge #1, 2, 4 Pg. 175 Apply Your Knowledge #2 Pg. 206 Check Your Understanding #2
Performance Standard 11.4: Customer Relationship Management	

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Standards / Objectives / Indicators	Textbook Pages
11.4.1. Discuss the nature of customer relationship management.	**Instruction:** Pg. 84-85 Creating a Customer-Focused Culture Pg. 207 Customer Focus **Application:** Pg. 87 Review Your Knowledge #10 Pg. 87-88 Apply Your Knowledge #9, 10 Pg. 213 Apply Your Knowledge #6
11.4.2. Explain the role of ethics in customer relationship management.	**Instruction:** Pg. 84 Code of Conduct Pg. 304-305 Managing Ethical Risk **Application:** Pg. 85 Check Your Understanding #4 Pg. 88 Internet Research (Ethical Workplace Behavior, Contemporary Ethics Cases) Pg. 307 Review Your Knowledge, #10
11.4.3. Describe the use of technology in customer relationship management.	**Instruction:** Pg. 59 Capture Data **Application:** Pg. 70 Internet Research (Management Information System)
Content Standard 12.0: Project Management	
Performance Standard 12.1: Project Plan	
12.1.1. Prepare and critique a project plan.	**Instruction:** Pg. 45-50 Developing Plans Pg. 79 Matrix Structure Pg. 80 Figure 5-5 **Application:** Pg. 88 Internet Research (Project Management)
12.1.2. Explain the importance of organizing the implementation of the plan.	**Instruction:** Pg. 45-50 Developing Plans Pg. 79 Matrix Structure Pg. 80 Figure 5-5 **Application:** Pg. 53 Apply Your Knowledge #8, 9 Pg. 88 Internet Research (Project Management)

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Standards / Objectives / Indicators	Textbook Pages
12.1.3. Explain the various resources available to accomplish the goal of plan implementation.	**Instruction:** Pg. 6 Resources **Application:** Pg. 10 Check Your Understanding #1
12.1.4. Describe the elements of project delegation.	**Instruction:** Pg. 7 Delegation Pg. 132-133 Leaders Empower Employees Pg. 135-136 Leadership Style **Application:** Pg. 17 Apply Your Knowledge #2 Pg. 143 Review Your Knowledge #3
12.1.5. Describe how proper implementation of human resources provides accountability by delegating authority and responsibility.	**Instruction:** Pg. 132-133 Leaders Empower Employees **Application:** Pg. 134 Check Your Understanding #4
12.1.6. Implement the plan.	**Instruction:** Pg. 45-50 Developing Plans Pg. 79 Matrix Structure Pg. 80 Figure 5-5 **Application:** Pg. 53 Apply Your Knowledge #8, 9 Pg. 88 Internet Research (Project Management)

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