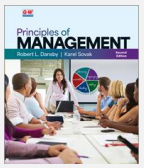
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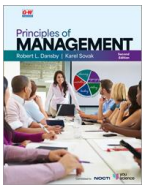


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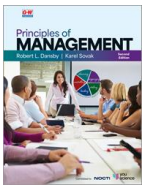
Course Description
Business Management focuses on the development of the planning, organizing, leading, and controlling functions required for the production and delivery of goods and services. This applied knowledge course addresses the management role of utilizing the businesses' resources of employees, equipment, and capital to achieve an organization's goals. Students will participate in a continuing project throughout the course in which, individually or in teams, they will present recommendations to improve an existing business. Local business partnerships are encouraged to provide resources for faculty and students. Upon completion of this course, proficient students will be able to complete a full review of an existing business and offer recommendations for improvement as would a management consultant.

1. Role of Management

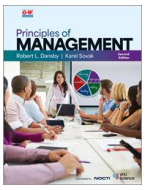
1.1	Definition of Management: Describe the **management process** and examine the **functions of management:** planning, organizing, leading, and controlling. Through a review of case studies or news media, illustrate how concerns for the environment, an increasingly diverse workforce, globalization of the marketplace, and rapidly changing technology have impacted how businesses apply these functions.	**Instruction:** 6 Section 1.1 Management Responsibilities 6 1.1-1 Management Overview 6 Resources 6 Figure 1-1 Organizational Resources 7 Delegation 7 1.1-2 Functions of Management 8 Figure 1-2 Functions of Management 8 1.1-3 Levels of Management 8 Figure 1-3 Management Pyramid 9 Senior Management 9 Middle Management 9 Supervisory Management 11 Section 1.2 Managers Defined 11 1.2-1 Who Is a Manager? 11 1.2-2 Today's Managers 12 Value Employees 12 Respect Diversity 12 Embrace Technology 12 1.2-3 Managerial Roles 12 Figure 1-4 Mintzberg's 10 Managerial Roles 13 Interpersonal Roles 13 Informational Roles 13 Decisional Roles 13 1.2-4 Skills of Successful Managers 13 Figure 1-5 Skills of Successful Managers 13 Conceptual Skills 14 Interpersonal Skills 15 Technical Skills 16 Chapter 1 Summary **Application:** 10 Section 1.1 Review 15 Section 1.2 Review 17 Chapter 1 Review Your Knowledge



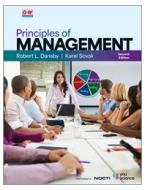
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		17 Chapter 1 Apply Your Knowledge 18 Chapter 1 Communication Skills 18 Chapter 1 Internet Research 18 Chapter 1 Teamwork 18 Chapter 1 Portfolio Development 19 Chapter 1 CTSOs
1.2	Work Order: Analyzing the **work order components** of industrial psychology - **workplace productivity** and **employee wellbeing -** explore the characteristics of and distinguish between various management theories (e.g., scientific management, Total Quality Management (TQM), Ouchi's Theory Z, Six Sigma, Situational Leadership, etc.). Drawing on information from research, illustrate how economic, political, or cultural decisions influence management theories that have been applied in the business environment. For example, hypothesize how Maslow's Hierarchy of Needs affects theories of management.	**Instruction:** 24 2.1-2 Management Theory 24 2.1-3 Classical Management 24 Scientific Management 25 Figure 2-2 Taylor's Principles of Scientific Management 25 Administrative Management 25 Figure 2-3 Fayol's 14 Principles of Management 25 Bureaucratic Management 25 Figure 2-4 Weber's Six Principles of Bureaucratic Management 26 2.1-4 Behavioral Management 26 Theory X and Theory Y 27 Theory Z 28 2.2-1 Quantitative Approach 28 Figure 2-5 Key Principles of TQM 29 2.2-2 Contemporary Management Theory 29 Systems Theory 29 Figure 2-6 Open-System Approach to Management 30 Contingency Approach 30 2.2-3 Evidence-Based Management 30 2.2-4 Management of Remote Workers 32 Chapter 2 Summary 133 8.1-5 Leaders Motivate Others 133 Intrinsic and Extrinsic Motivation 133 Theories of Motivation 133 Maslow's Hierarchy of Needs 133 Figure 8-3 Maslow's Hierarchy of Needs 133 Herzberg's Two-Factor Theory 133 Expectancy Theory 205 12.1-5 Benefits of Effective Operations Management 205 Increased Employee Productivity 207 Section 12.2 Quality 207 12.2-1 Quality Management 207 Total quality management (TQM) 207 Customer Focus 207 Continuous Improvement 208 Teamwork 208 12.2-2 ISO Quality Management Standards 208 ISO 9000 208 ISO 14000



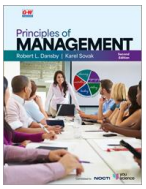
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1.3	Management Theories: Distinguish between **historical management theories** (i.e., Scientific Management Theory, Human Relations Movement, etc.) and **modern management theories** (i.e., Contingency Theory, Systems Theory, Chaos Theory, etc.) then compare and contrast similarities and differences. Discuss ways in which major historical events and dramatic shifts in societal processes and procedures have informed the evolution of management theories. Identify factors and variables that have influenced changes, progressions, and/or modifications to theories of management.	**Instruction:** 24 2.1-2 Management Theory 24 2.1-3 Classical Management 24 Scientific Management 25 Figure 2-2 Taylor's Principles of Scientific Management 25 Administrative Management 25 Figure 2-3 Fayol's 14 Principles of Management 25 Bureaucratic Management 25 Figure 2-4 Weber's Six Principles of Bureaucratic Management 26 2.1-4 Behavioral Management 26 Theory X and Theory Y 27 Theory Z 28 2.2-1 Quantitative Approach 28 Figure 2-5 Key Principles of TQM 29 2.2-2 Contemporary Management Theory 29 Systems Theory 29 Figure 2-6 Open-System Approach to Management 30 Contingency Approach 30 2.2-3 Evidence-Based Management 30 2.2-4 Management of Remote Workers 32 Chapter 2 Summary



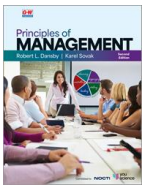
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1.4	Management Skills: Research the **management skills** needed in today's business environment (e.g., goal setting, decision making, communications, delegation, technical skills, motivational and leadership skills). Synthesize research to produce a profile of a strong candidate for a business manager, citing specific evidence.	**Instruction:** 133 8.1-5 Leaders Motivate Others 133 Intrinsic and Extrinsic Motivation 133 Theories of Motivation 133 Maslow's Hierarchy of Needs 133 Figure 8-3 Maslow's Hierarchy of Needs 133 Herzberg's Two-Factor Theory 133 Expectancy Theory 135 8.2-1 Leadership Style 135 Figure 8-4 Leadership Styles 135 Democratic Style 135 Autocratic Style 136 Laissez-faire Style 136 8.2-2 Management Style 142 Chapter 8 Summary 154 9.2-1 Communication Management 154 Formal Communication 154 Figure 9-3 Formal Communication 155 Informal Communication 155 9.2-2 Communication Plan 155 Figure 9-4 Communication Plan 156 9.2-3 Communication Competence 156 Mindfulness 156 Listening 157 Reading 157 Emotional Control 157 Critical Thinking 157 Cultural Sensitivity 158 9.2-4 Communicating in a Diverse Workplace 158 Listen Carefully 158 Speak Clearly 159 Write Clearly 159 Be Aware of Body Language 160 Chapter 9 Summary **Application:** 134 Section 8.1 Review 138 Section 8.2 Review 143 Chapter 8 Review Your Knowledge 143 Chapter 8 Apply Your Knowledge



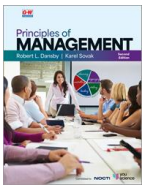
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1.5	Business Plan Comparison: Select a historical and a modern theory of management and **develop a business plan** for a proposed organization using each identified approach. Include a clear comparison of the two business plans with differences clearly defining and explaining the variables contributing to these variations.	**Instruction:** 24 2.1-2 Management Theory 24 2.1-3 Classical Management 24 Scientific Management 25 Figure 2-2 Taylor's Principles of Scientific Management 25 Administrative Management 25 Figure 2-3 Fayol's 14 Principles of Management 25 Bureaucratic Management 25 Figure 2-4 Weber's Six Principles of Bureaucratic Management 26 2.1-4 Behavioral Management 26 Theory X and Theory Y 27 Theory Z 28 2.2-1 Quantitative Approach 28 Figure 2-5 Key Principles of TQM 29 2.2-2 Contemporary Management Theory 29 Systems Theory 29 Figure 2-6 Open-System Approach to Management 30 Contingency Approach 30 2.2-3 Evidence-Based Management 30 2.2-4 Management of Remote Workers 32 Chapter 2 Summary 281 16.2-1 Planning Function 281 business plan 281 Figure 16-2 Business Plan 281 Executive Summary 282 Company Description 282 Market Analysis 282 Organization and Management 282 Goods and Services 282 Marketing and Sales 282 Financial Plan 282 16.2-2 Funding 283 Figure 16-3 Funding Options



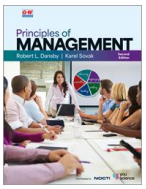
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2. Planning and Strategic Management		
2.1	Business Plan Elements: Analyze the elements of sample business plans or business plan templates found in informational text, identifying and describing the purpose of common elements. Discriminate between elements that **govern culture** (e.g., vision, mission, core priorities, and social responsibility) and those that may **govern operational goals** (e.g., market share, profitability, and product development).	**Instruction:** 40 Section 3.1 Planning Basics 40 3.1-1 Planning Function 40 3.1-2 Establishing Goals 41 Figure 3-1 SMART Goals 41 3.1-3 Types of Plans 42 Figure 3-2 Types of Plans 42 3.1-4 Research 42 Primary Research 42 Secondary Research 43 3.1-5 Data Analysis 43 Market Analysis 43 Figure 3-3 Competitive Analysis 43 Sales Analysis 45 3.2-1 Strategic Planning Process 45 Figure 3-4 Strategic Planning Process



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2.2	Public Document Research: Investigate and choose an existing business to research, individually or in teams, throughout the duration of the course. Describe the business' current target market, primary products or services offered, unique characteristics, current market position, and customer volume by **summarizing available public documents** about the business.	**Instruction:** 42 3.1-4 Research 42 Primary Research 42 Secondary Research 43 3.1-5 Data Analysis 43 Market Analysis 43 Figure 3-3 Competitive Analysis 43 Sales Analysis 52 Chapter 3 Summary **Application:** 44 Section 3.1 Review 53 Chapter 3 Review Your Knowledge 53 Chapter 3 Apply Your Knowledge 54 Chapter 3 Communication Skills 54 Chapter 3 Internet Research 55 Chapter 3 Teamwork 55 Chapter 3 Portfolio Development 55 Chapter 3 CTSOs

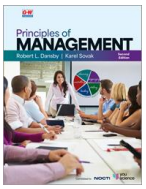


Course Standard		Correlating Text Pages
2.3	Business Plan Creation: **Design, write, modify, and evaluate** a business plan for the identified **existing business.** The business plan should include, but may not be limited to, detailed descriptions of products and/or services offered, risk analysis, short- and long-term profits, marketing plan, the investment needed to start and maintain the business, plans to obtain working capital, legal licenses, and vendor contracts.	**Instruction:** 40 Section 3.1 Planning Basics 40 3.1-1 Planning Function 40 3.1-2 Establishing Goals 41 Figure 3-1 A SMART Goal 41 3.1-3 Types of Plans 42 Figure 3-2 Types of Plans 42 3.1-4 Research 42 Primary Research 42 Secondary Research 43 3.1-5 Data Analysis 43 Market Analysis 43 Figure 3-3 Competitive Analysis 43 Sales Analysis 45 Section 3.2 Developing Plans 45 3.2-1 Strategic Planning Process 45 Figure 3-4 Strategic Planning Process 46 Review Organizational Mission and Vision Statements 46 Establish Organizational Goals 46 Conduct a Situation Analysis 46 SWOT Analysis 46 Figure 3-5 SWOT Analysis 47 PESTLE Analysis 47 Figure 3-6 PESTLE Analysis 47 Formulate the Strategic Plan 48 3.2-2 Tactical Plans 48 3.2-3 Operational Plans 49 Single-Use Plan 49 Ongoing Plans 49 Figure 3-7 A Gantt Chart 50 Procedures 52 Chapter 3 Summary **Application:** 44 Section 3.1 Review 51 Section 3.2 Review 53 Chapter 3 Review Your Knowledge 53 Chapter 3 Apply Your Knowledge 54 Chapter 3 Communication Skills 54 Chapter 3 Internet Research 55 Chapter 3 Teamwork 55 Chapter 3 Portfolio Development 55 Chapter 3 CTSOs 292 Chapter 16 Internet Research

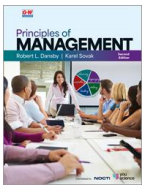


	Course Standard	Correlating Text Pages
2.4	SWOT Analysis: Study benchmark indicators included in a SWOT (strength, weaknesses, opportunities, and threats) analysis and **conduct a SWOT analysis** of the selected business using data and evidence collected from personal interviews, observations, print articles, and internet searches. Citing specific data and evidence, make a claim about the business's most significant weakness(es), or area(s) of opportunity, to address throughout the duration of the course.	**Instruction:** 45 3.2-1 Strategic Planning Process 46 Conduct a Situation Analysis 46 SWOT Analysis 46 Figure 3-5 SWOT Analysis **Application:** 51 Section 3.2 Review 53 Chapter 3 Review Your Knowledge 53 Chapter 3 Apply Your Knowledge 54 Chapter 3 Communication Skills 54 Chapter 3 Internet Research 55 Chapter 3 Teamwork 55 Chapter 3 Portfolio Development 55 Chapter 3 CTSOs
3. Business Process Considerations		
3.1	Mission Statements: Define how a **mission statement enhances company culture and operations.** Create new or recommend updates to an existing mission statement for the selected business by summarizing information gleaned from personal interviews, observations, print articles, and internet searches about the specific aspirations, beliefs, and values of the company.	**Instruction:** 45 3.2-1 Strategic Planning Process 45 Figure 3-4 Strategic Planning Process 46 Review Organizational Mission and Vision Statements **Application:** 51 Section 3.2 Review 53 Chapter 3 Review Your Knowledge 53 Chapter 3 Apply Your Knowledge 54 Chapter 3 Communication Skills 54 Chapter 3 Internet Research 55 Chapter 3 Teamwork 55 Chapter 3 Portfolio Development 55 Chapter 3 CTSOs
3.2	PEST Analysis: Conduct a PEST analysis **(political issues, economic factors, socio-cultural factors, technology)** of the selected business, including available geographic, demographic, and economic data gathered from multiple authoritative sources. Based on the analysis, predict necessary factors that need to be considered to accurately address the businesses' most significant weakness(es) or area(s) of opportunity.	**Instruction:** 45 3.2-1 Strategic Planning Process 47 PESTLE Analysis 47 Figure 3-6 PESTLE Analysis **Application:** 51 Section 3.2 Review 53 Chapter 3 Review Your Knowledge 53 Chapter 3 Apply Your Knowledge 54 Chapter 3 Communication Skills 54 Chapter 3 Internet Research 55 Chapter 3 Teamwork 55 Chapter 3 Portfolio Development 55 Chapter 3 CTSOs

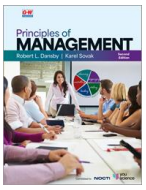
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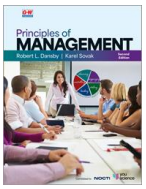
Course Standard		Correlating Text Pages
4. Marketing Considerations		
4.1	Business Competitors: Identify up to five businesses that could be considered **competitors** of the selected business. Gather and summarize information about the competition. Information may include a variety of **products** available, such as **location, prices, services,** and other unique characteristics.	**Instruction:** 37 Unit 2 Case Study: Market Research 43 3.1-5 Data Analysis 43 Market Analysis 43 Figure 3-3 Competitive Analysis 318 18.2-1 Marketing Plan 318 Figure 18-4 Marketing Plan **Application:** 44 Section 3.1 Review 320 Section 18.2 Review
4.2	Target Market: Make a claim about the current target market of the selected business, developing and supporting the claim and counterclaim(s) with data and evidence provided by the business and from research on potential competitors. Develop a detailed **customer profile** to summarize characteristics, including the Buying Power Index **(BPI),** for the target market.	**Instruction:** 312 18.1-1 Marketing 312 Target Market 313 Market Segmentation 313 Figure 18-1 Market Segmentation 318 Section 18.2 Marketing Plan 318 18.2-1 Marketing Plan 318 Figure 18-4 A Marketing Plan 319 18.2-2 Creating a Marketing Plan 319 Opening 319 Analysis 319 Marketing Strategies 319 Action Plan 320 Figure 18-5 An Action Plan **Application:** 317 Section 18.1 Review 320 Section 18.2 Review
4.3	Pricing Considerations: Using previous research on the selected business and its competitors, describe **typical prices** in the industry for similar products or services, noting how the prices of the selected business compare to others. Summarize how businesses make and **review pricing decisions** based on four key market factors: **cost and expenses, supply and demand, consumer perception, and competition.** Analyze each factor for the selected business and summarize how each relates to typical organizational goals of earning a profit, gaining market share, and being competitive, noting where there are chances to address weakness(es) or capitalize on the area(s) of opportunity identified.	**Instruction:** 37 Unit 2 Case Study: Market Research 43 3.1-5 Data Analysis 43 Market Analysis 43 Figure 3-3 Competitive Analysis 245 14.1-4 Supply and Demand 245 Figure 14-2 Law of Supply and Demand 246 14.1-5 Economic Competition 246 Market Structure 246 Figure 14.-3 Market Structures 246 Price and Nonprice Competition 254 Chapter 14 Summary 314 Price 318 18.2-1 Marketing Plan 318 Figure 18-4 Marketing Plan 326 Chapter 18 Summary **Application:** 44 Section 3.1 Review



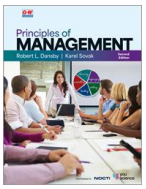
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5. Organizational Considerations		
5.1	Business Ownership: Describe the advantages and disadvantages of the basic forms of **business ownership** (e.g., sole proprietorship, partnership, and corporation) and identify variations of basic forms of business ownership (e.g., franchise, limited partnership, cooperative, limited liability company, and S corporation). Determine which **ownership structure** is employed by the selected business and hypothesize why it was selected. Review copies of available partnership agreements, articles of incorporation, or franchise contracts, noting characteristics important for the successful operation of a given business.	**Instruction:** 278 Section 16.1 Entrepreneurship 278 16.1-1 Entrepreneurs 279 16.1-2 Startup 279 Figure 16-1 Types of Businesses 279 16.1-3 Start-Up Strategies 279 Start a New Business 280 Buy an Existing Business 280 Buy a Franchise 283 Equity Financing 290 Chapter 16 Summary **Application:** 280 Section 16.1 Review 291 Chapter 16 Review Your Knowledge 291 Chapter 16 Apply Your Knowledge 292 Chapter 16 Communication Skills 292 Chapter 16 Internet Research 292 Chapter 16 Teamwork 292 Chapter 16 Portfolio Development 293 Chapter 16 CTSOs
5.2	Operations Plan: Document the existing operations plan of the selected business, describing **location, hours of operation, customer accessibility, equipment, storage, inventory needs, and current supply chain** elements. Reviewing the most significant weakness(es), or largest area(s) of opportunity for the selected business, make recommendations about changes to the current plan to improve business operations.	**Instruction:** 200 Section 12.1 Role of Operations 200 12.1-1 Operations Management 201 Figure 12-1 Transformation Process 201 Manufacturing Businesses 201 Service Businesses 201 12.1-2 Operations Manager 201 Planning 202 Scheduling 202 Overseeing Quality Control 202 Figure 12-1 Quality Characteristics 2022 12.1-3 Business Purchasing 203 Figure 12-3 Purchase Order 204 12.1-4 Inventory Management 204 Types of Inventory 204 Inventory Control 204 Raw Materials Strategy



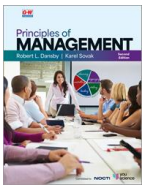
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5.3	Organizational Structure: Diagram and describe the **organizational structure** of the business by creating an organizational **chart of existing positions** and/or departments in the business, paying close attention to documentation of **job descriptions** (including reporting structures), accurate number of employees, and any outsourced labor.	**Instruction:** 73 Unit 3 Case Study: Human Resources (HR) Role 76 5.1-1 Organizing Function 76 Organizational Structure 76 Figure 5-1 Organizational Chart 76 Organizational Design 77 5.1-2 Specialization 77 5.1-3 Departmentalization 78 5.1-4 Chain of Command 78 Line Structure 78 Figure 5-2 Line Structure Diagram 79 Line-and-Staff Structure 79 Figure 5-3 Line-and-Staff Structure Diagram 79 Matrix Structure 79 Figure 5-4 Matrix Structure Diagram 79 Figure 5-5 Project Management Flowchart 80 Team Structure 80 5.1-5 Span of Control 86 Chapter 5 Summary 94 6.1-3 Recruitment



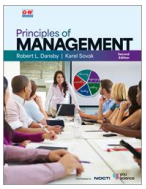
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5.4	Risk Management: **Identify applicable risks** to the selected business (e.g., fire or flood damage or significant theft of inventory) and research available options for **risk management,** such as insurance. Make a claim about appropriate **risk management strategies** to employ to address the businesses' weakness(es) or area(s) of opportunity identified, justifying the claim with data and evidence from research.	**Instruction:** 296 Section 17.1 Insurance Basics 296 17.1-1 Insurance 296 17.1-2 Business Insurance 297 Figure 17-1 Business Insurance 297 General Liability Insurance 297 Product Liability Insurance 297 Professional Liability Insurance 297 Property Insurance 298 Commercial Vehicle Insurance 298 Umbrella Policies 298 17.1-3 Employee Insurance Coverage 300 Section 17.2 Risk 300 17.2-1 Risk Management 300 Figure 17-2 Risk Management 301 Avoid Risk 301 Reduce Risk 301 Transfer Risk 301 Assume Risk 301 17.2-2 Classifying Risk 301 Source of Risk 301 Figure 17-3 Sources of Risk 301 Natural Risk 302 Human Risk 302 Economic and Political Risk 302 Market Risk



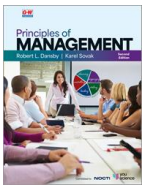
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5.5	Operations Government: Identify and list appropriate **national, state, and local** bodies **governing the operations** of the selected business. Review documentation to summarize federal, state, and local **regulations and laws** (e.g., environmental regulations, zoning or licensing requirements, and legal stipulations) that are necessary for the continued operations of the selected business.	**Instruction:** 118 7.2-3 Employee Health and Safety 118 Accidents 119 Emergency Procedures 119 Ergonomics 119 Figure 7-4 Ergonomic Workstation 122 Chapter 7 Summary 226 13.2-2 US Laws 226 Fair Competition 227 Consumer Protection 227 E-Commerce 227 Figure 13-2 E-Commerce Laws 227 Finance 227 Figure 13-3 Finance Laws 228 Internal Revenue Service (IRS) 228 US Securities and Exchange Commission (SEC) 228 Environmental Protection 228 Figure 13-4 Environmental Laws 229 Zoning and Building Codes 229 13.2-3 Legal Procedure 236 Chapter 13 Summary **Application:** 121 Section 7.2 Review 230 Section 13.2 Review 237 Chapter 13 Review Your Knowledge 237 Chapter 13 Apply Your Knowledge 238 Chapter 13 Communication Skills 238 Chapter 13 Internet Research



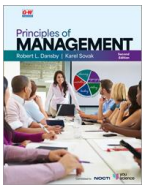
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5.6	Contracting: Analyze the essential parts of a contract by **reviewing sample contracts** and researching the **Uniform Commercial Code** for basic commercial law. Request a copy of a contract in use at the selected business and review it to recommend potential areas for refinement or improvement.	**Instruction:** 225 13.2-1 Contracts 225 Elements of a Contract 226 Business Contracts 226 Sales and Service Contracts 226 Leases 226 Partnership Agreements 226 Employment Contracts 236 Chapter 13 Summary **Application:** 230 Section 13.2 Review 237 Chapter 13 Review Your Knowledge 237 Chapter 13 Apply Your Knowledge 238 Chapter 13 Communication Skills 238 Chapter 13 Internet Research 238 Chapter 13 Teamwork 239 Chapter 13 Portfolio Development 239 Chapter 13 CTSOs
6. Human Relations Considerations		
6.1	Employee Manual: Create a new, or recommend updates to an existing, employee manual for the selected business by summarizing information gleaned from personal interviews, observations, print articles, and internet searches about the **human resource policies** and **employee expectations** of the company. Include the following:	**Instruction:** 110 7.1-1 Employee Relationships 110 Workplace Rules 111 Workplace Rule Violations 122 Chapter 7 Summary **Application:** 114 Section 7.1 Review 123 Chapter 7 Review Your Knowledge 123 Chapter 7 Apply Your Knowledge 124 Chapter 7 Communication Skills 124 Chapter 7 Internet Research 125 Chapter 7 Teamwork 125 Chapter 7 Portfolio Development 125 Chapter 7 CTSOs
6.2	a. procedures for employee hiring and release;	**Instruction:** 93 6.1-2 Human Resources Planning 93 Job Analysis 93 Job Description 94 6.1-3 Recruitment 94 Advertising 94 Figure 6-2 Job Postings 94 Selecting Candidates 94 Interviewing 95 Verifying Employment 95 Negotiating an Offer 104 Chapter 6 Review



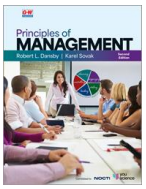
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6.3	b. orientation of new employees;	**Instruction:** 95 6.1-4 Training and Development 95 Orientation 95 Onboarding 96 Training 104 Chapter 6 Review **Application:** 97 Section 6.1 Review 105 Chapter 6 Review Your Knowledge 105 Chapter 6 Apply Your Knowledge 106 Chapter 6 Communication Skills 106 Chapter 6 Internet Research 106 Chapter 6 Teamwork 107 Chapter 6 Portfolio Development 107 Chapter 6 CTSOs
6.4	c. performance assessments;	**Instruction:** 101 6.3-1 Performance Management 101 Figure 6-3 Performance Evaluation Example 104 Chapter 6 Review **Application:** 103 Section 6.3 Review 105 Chapter 6 Review Your Knowledge 105 Chapter 6 Apply Your Knowledge 106 Chapter 6 Communication Skills 106 Chapter 6 Internet Research 106 Chapter 6 Teamwork 107 Chapter 6 Portfolio Development 107 Chapter 6 CTSOs
6.5	d. handling grievances;	**Instruction:** 114 7.1-5 Grievances 114 Figure 7-1 Grievance Procedure 122 Chapter 7 Summary **Application:** 114 Section 7.1 Review 123 Chapter 7 Review Your Knowledge 123 Chapter 7 Apply Your Knowledge



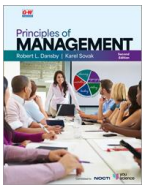
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6.6	e. compensation packages; and	**Instruction:** 98 6.2-1 Compensation 98 Wages and Salaries 98 Incentives 99 Benefits 99 Professional and Personal Development 104 Chapter 6 Review **Application:** 100 Section 6.2 Review 105 Chapter 6 Review Your Knowledge 105 Chapter 6 Apply Your Knowledge 106 Chapter 6 Communication Skills 106 Chapter 6 Internet Research 106 Chapter 6 Teamwork 107 Chapter 6 Portfolio Development 107 Chapter 6 CTSOs
6.7	f. code of conduct and business ethics.	**Instruction:** 83 5.2-2 Creating an Ethical Culture 83 Code of Ethics 84 Code of Conduct 86 Chapter 5 Summary 110 Workplace Rules 111 code of conduct 111 Workplace Rule Violations 122 Chapter 7 Summary **Application:** 85 Section 5.2 Review 87 Chapter 5 Review Your Knowledge 87 Chapter 5 Apply Your Knowledge 88 Chapter 5 Communication Skills 88 Chapter 5 Internet Research 88 Chapter 5 Teamwork 89 Chapter 5 Portfolio Development 89 Chapter 5 CTSOs 114 Section 7.1 Review 123 Chapter 7 Review Your Knowledge 123 Chapter 7 Apply Your Knowledge 124 Chapter 7 Communication Skills 124 Chapter 7 Internet Research 125 Chapter 7 Teamwork 125 Chapter 7 Portfolio Development 125 Chapter 7 CTSOs



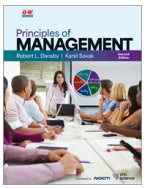
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6.8	Labor and Management Legal Considerations: Describe **legal strategies** used by labor and management (e.g., strikes, boycotts, layoffs, and lockouts) and **illegal strategies** used by labor and management (e.g., wildcat strikes, secondary boycotts, and preventing workers from forming unions). Conduct current event research, highlighting recent activities involving labor and management disputes, drawing conclusions about the **potential impacts** of a labor and management strategy on the selected business, if any.	**Instruction:** 103 6.3-3 Termination of Employees 104 Chapter 6 Summary 115 7.2-1 Labor Relations and Compensation 115 Labor Relations Laws 122 Chapter 7 Summary **Application:** 103 Section 6.3 Review 105 Chapter 6 Review Your Knowledge 105 Chapter 6 Apply Your Knowledge 106 Chapter 6 Communication Skills 106 Chapter 6 Internet Research 106 Chapter 6 Teamwork 107 Chapter 6 Portfolio Development 107 Chapter 6 CTSOs 121 Section 7.2 Review 123 Chapter 7 Review Your Knowledge 123 Chapter 7 Apply Your Knowledge 124 Chapter 7 Communication Skills 124 Chapter 7 Internet Research 125 Chapter 7 Teamwork 125 Chapter 7 Portfolio Development 125 Chapter 7 CTSOs
6.9	Workspaces: Research non-traditional workspaces and alternative work solutions. Compare and contrast **traditional and non-traditional workspaces** as related to financial considerations, employee engagement, and management styles.	**Instruction:** 28 Section 2.2 Trends in Management 30 2.2-4 Management of Remote Workers 32 Chapter 2 Summary **Application:** 31 Section 2.2 Review 33 Chapter 2 Review Your Knowledge 33 Chapter 2 Apply Your Knowledge 34 Chapter 2 Communication Skills 34 Chapter 2 Internet Research 34 Chapter 2 Teamwork 34 Chapter 2 Portfolio Development 35 Chapter 2 CTSOs
7. Financial Considerations		
7.1	Financial Statements: Interpret the data shown on financial statements (e.g., **income statement, balance sheet, cash flow statement, and statement of net worth)** of the selected business. Benchmark the business' financial position against others in the industry, by reviewing available public filing documents such as **financial statements, annual reports,** and **statements to shareholders** of national firms.	**Instruction:** 60 4.1-2 Accounting Information 60 Figure 4-2 Accounting Jargon 61 4.1-3 Budgets 61 Operating Budget 61 Figure 4-3 Operating Budget Example 62 Sales Budget 68 Chapter 4 Summary 282 Financial Plan 290 Chapter 16 Summary



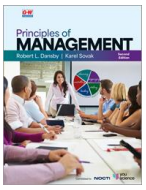
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7.2	Finance Control Tools: Evaluate various financial control tools such as **budgets, audits, and financial ratios.** Construct a **TQM operations** cost-controlling matrix that includes costs, inventory tracking levels, and turnover rates of the selected business. Identify potential areas of improvement, especially as they relate to the identified weakness(es) and area(s) of opportunities.	**Instruction:** 28 2.2-1 Quantitative Approach 28 Total quality management (TQM) 28 Figure 2-5 Key Principles of TQM 32 Chapter 2 Summary 61 4.1-3 Budgets 61 Operating Budget 61 Figure 4-3 Operating Budget 62 Sales Budget 68 Chapter 4 Summary **Application:** 31 Section 2.2 Review 33 Chapter 2 Review Your Knowledge 33 Chapter 2 Apply Your Knowledge 34 Chapter 2 Communication Skills 34 Chapter 2 Internet Research 34 Chapter 2 Teamwork 34 Chapter 2 Portfolio Development 35 Chapter 2 CTSOs 63 Section 4.1 Review 68 Chapter 4 Review Your Knowledge 69 Chapter 4 Apply Your Knowledge 69 Chapter 4 Communication Skills 70 Chapter 4 Internet Research 70 Chapter 4 Teamwork 70 Chapter 4 Portfolio Development 71 Chapter 4 CTSOs



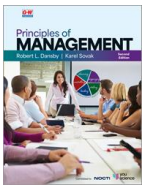
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7.3	Financial Needs: Assess the **short-term and long-term financial needs** of the selected business, attending to details about the current ownership structure. Evaluate the advantages and disadvantages of additional funding through **equity capital** versus **debt capital,** noting where the potential influx of funding may impact the current ownership structure.	**Instruction:** 61 4.1-3 Budgets 61 Operating Budget 61 Figure 4-3 Operating Budget 62 Sales Budget 68 Chapter 4 Summary 282 Financial Plan 282 16.2-2 Funding 283 Figure 16-3 Funding Options 283 Equity Financing 283 Debt Financing 283 Return on Investment 290 Chapter 16 Summary **Application:** 63 Section 4.1 Review 68 Chapter 4 Review Your Knowledge 69 Chapter 4 Apply Your Knowledge 69 Chapter 4 Communication Skills 70 Chapter 4 Internet Research 70 Chapter 4 Teamwork 70 Chapter 4 Portfolio Development 71 Chapter 4 CTSOs 285 Section 16.2 Review 291 Chapter 16 Review Your Knowledge 291 Chapter 16 Apply Your Knowledge 292 Chapter 16 Communication Skills 292 Chapter 16 Internet Research 292 Chapter 16 Teamwork 292 Chapter 16 Portfolio Development 293 Chapter 16 CTSOs
7.4	International Trade: Analyze the importance of international trade as it relates to small businesses and corporations. Research reasons a company might choose to enter a foreign market, examine **cross-cultural communication marketing challenges,** the **laws and import regulations** that govern international trade, and prepare a presentation on how the business could succeed in an international environment.	**Instruction:** 260 Section 15.1 Understanding the Global Environment 260 15.1-1 Globalization 260 Absolute and Comparative Advantage 260 Exporting and Importing 261 15.1-2 Entering International Trade 261 Figure 15-1 Global Business 261 Licensing 262 Franchise 262 Joint Venture 262 Multinational Corporation 262 Contract Manufacturer 262 15.1-3 Regulations 262 Trade Policy 263 Trade Regulations 263 Trade Agreements 264 Figure 15-2 The United States-Mexico-Canada Agreement (USMCA)



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8. Final Project		
8.1	Business Recommendations: As would a management consultant, **compile a set of recommendations** for the selected business **based on the research** completed to address one or more of the following: streamlining operations, increasing profitability and competitiveness, meeting long-term funding needs, or addressing employee concerns to ultimately attend to the weakness(es) and/or area(s) of opportunity identified. Plan, revise, edit, and rewrite recommendations throughout the course to ensure focus on what is most significant for a given audience.	**Instruction:** 37 Unit 2 Case Study: Market Research 43 3.1-5 Data Analysis 43 Market Analysis 43 Figure 3-3 Competitive Analysis 200 Section 12.1 Role of Operations 200 12.1-1 Operations Management 201 Figure 12-1 Transformation Process 201 Manufacturing Businesses 201 Service Businesses 201 12.1-2 Operations Manager 201 Planning 202 Scheduling 202 Overseeing Quality Control 202 Figure 12-1 Quality Characteristics 2022 12.1-3 Business Purchasing 203 Figure 12-3 Purchase Order 204 12.1-4 Inventory Management 204 Types of Inventory 204 Inventory Control 204 Raw Materials Strategy



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