

# Idaho Management Standards and Learning Indicators

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## Management Mgmt\_1: Demonstrate Knowledge of Functions of Management

### Mgmt\_1.1 Illustrate how the planning function is implemented and explain why it is important.

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#### Lrn\_Ind\_ID Learning Indicator

- Mgmt\_1.1.1 Explain what planning is and why it is done
  - Mgmt\_1.1.2 Demonstrate the ability to set priorities
  - Mgmt\_1.1.3 Apply the decision-making process to a business application
  - Mgmt\_1.1.4 List the steps in problem solving
  - Mgmt\_1.1.5 Define the role of strategic planning in a business
  - Mgmt\_1.1.6 Identify factors involved with a strategic plan
  - Mgmt\_1.1.7 Describe the process involved in developing a budget
  - Mgmt\_1.1.8 Identify tools used in project planning (e.g., PERT, GANTT)
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### Mgmt\_1.2 Illustrate how the organizing function is implemented and explain why it is important.

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#### Lrn\_Ind\_ID Learning Indicator

- Mgmt\_1.2.1 Explain the importance of organizing for the business
  - Mgmt\_1.2.2 Explain how the organizing function relates to using various resources to accomplish strategic goals
  - Mgmt\_1.2.3 Explain the advantages and disadvantages of centralization and decentralization
  - Mgmt\_1.2.4 Describe how the organization provides for accountability through authority and responsibility
  - Mgmt\_1.2.5 Demonstrate ability to delegate responsibilities
  - Mgmt\_1.2.6 Develop procedures for efficient workflow
  - Mgmt\_1.2.7 Prepare an agenda and conduct an orderly meeting
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### Mgmt\_1.3 Illustrate how the directing function is implemented and explain why it is important.

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#### Lrn\_Ind\_ID Learning Indicator

- Mgmt\_1.3.1 Identify the need for leadership
  - Mgmt\_1.3.2 Identify leaders
  - Mgmt\_1.3.3 Describe leadership qualities (e.g., personality traits) of effective leaders
  - Mgmt\_1.3.4 Compare and contrast alternative leadership styles and the appropriate style for a given situation
  - Mgmt\_1.3.5 Compare and contrast the leading/directing function to other management functions
  - Mgmt\_1.3.6 Describe management's role in stimulating innovation and creativity
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### Mgmt\_1.4 Illustrate how the controlling and evaluating functions are implemented and explain why they are important.

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#### Lrn\_Ind\_ID Learning Indicator

- Mgmt\_1.4.1 Define the control function and discuss how to apply it to one's life
  - Mgmt\_1.4.2 Discuss why the control function is used in business
  - Mgmt\_1.4.3 Determine the controlling strategy to be used for a given business situation
  - Mgmt\_1.4.4 Determine alternative actions when goals are not being met in a specific situation (e.g., changing goals, changing strategies)
  - Mgmt\_1.4.5 Prepare managerial reports about production, personnel, equipment, and operational costs
  - Mgmt\_1.4.6 Evaluate job applicants based upon interviews
  - Mgmt\_1.4.7 Choose appropriate action in situations requiring following a chain of command
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## Management Mgmt\_2: Demonstrate Knowledge of Theories of Management

**Mgmt\_2.1** Compare and contrast the basic tenets of management theories and explain why they are important.

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**Lrn\_Ind\_ID** Learning Indicator

Mgmt\_2.1.1 Explain the differences between Theories X, Y, and Z

Mgmt\_2.1.2 Define Total Quality Management and its evolution (Deming)

Mgmt\_2.1.3 Identify motivational theories which impact management theory (Maslow, Herzberg, etc.)

Mgmt\_2.1.4 Illustrate why current quality theories are a necessity to compete in the global marketplace

Mgmt\_2.1.5 Explain how various theories of management evolved and are interrelated

Mgmt\_2.1.6 Explain the synthesis of leadership approaches and theories

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## Management Mgmt\_3: Demonstrate Knowledge of Financial Decision Making

**Mgmt\_3.1** Describe the importance of internal and external financial statements and analyze the data to make decisions.

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**Lrn\_Ind\_ID** Learning Indicator

Mgmt\_3.1.1 Describe why financial statements are important

Mgmt\_3.1.2 Analyze and interpret data on financial statements

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**Mgmt\_3.2** Analyze financial data in order to make long-term and short-term plans.

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**Lrn\_Ind\_ID** Learning Indicator

Mgmt\_3.2.1 Distinguish between short- and long-term plans

Mgmt\_3.2.2 Describe how a sales forecast can be a short- or long-term plan

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**Mgmt\_3.3** Analyze foreign exchange rates and how they affect the firm.

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**Lrn\_Ind\_ID** Learning Indicator

Mgmt\_3.3.1 Explain how dynamic foreign exchange rates affect the profitability of a firm

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**Mgmt\_3.4** Identify, compare, and contrast sources of funding.

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**Lrn\_Ind\_ID** Learning Indicator

Mgmt\_3.4.1 Identify traditional sources for securing financing

Mgmt\_3.4.2 Compare and contrast traditional and nontraditional sources for securing financing

Mgmt\_3.4.3 Identify the relationships among price, market share, and profitability

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## Management Mgmt\_4: Demonstrate Knowledge of Competitive Analysis and Marketing Strategies

**Mgmt\_4.1** Identify and describe factors related to business competition.

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**Lrn\_Ind\_ID** Learning Indicator

Mgmt\_4.1.1 Identify ways businesses compete with one another (e.g., quality, service, status, price)

Mgmt\_4.1.2 Define market share

Mgmt\_4.1.3 Compare and contrast various forms of competition (e.g., pure competition, oligopoly, monopolistic competition, and monopoly)

Mgmt\_4.1.4 Describe how various laws impact competition (e.g., Sherman Act, Robinson-Patman)

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**Mgmt\_4.2** Demonstrate an understanding of techniques used to gain and maintain competitive advantage.

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**Lrn\_Ind\_ID** Learning Indicator

Mgmt\_4.2.1 Calculate the return on investment when given a set of financial data

Mgmt\_4.2.2 Describe ways to increase market share

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Mgmt\_4.2.3 Analyze relative competitive strengths and weaknesses using appropriate tools [e.g., strengths, weaknesses, opportunities, threats (SWOT)]

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**Mgmt\_4.3 Justify the need to gain and maintain competitive advantage through the use of internal comparisons and external research services.**

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**Lrn\_Ind\_ID Learning Indicator**

Mgmt\_4.3.1 Explain the purposes of external research services and explain why businesses use them for competitive purposes

Mgmt\_4.3.2 Explain the purposes of internal research services and why businesses use them (e.g., consumer affairs, consumer panels, and marketing research)

Mgmt\_4.3.3 Describe why an ongoing analysis of customer satisfaction is necessary for attaining competitive advantage

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## Management Mgmt\_5: Demonstrate Knowledge of Human Resource Management

**Mgmt\_5.1 Describe employee development and its importance to the successful operation of the organization.**

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**Lrn\_Ind\_ID Learning Indicator**

Mgmt\_5.1.1 Explain why orientation and ongoing training are needed for successful employee performance

Mgmt\_5.1.2 State why professional development is a shared responsibility between the business and the individual

Mgmt\_5.1.3 Identify different types of orientation and training needed

Mgmt\_5.1.4 Explain the relationship of continuous training to professional development

Mgmt\_5.1.5 Identify the benefits of other forms of employee development (e.g., workshops, conferences, course work, professional associations)

Mgmt\_5.1.6 Determine preventive actions for office communication problems

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**Mgmt\_5.2 Describe evaluation and its importance to the successful operation of the organization.**

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**Lrn\_Ind\_ID Learning Indicator**

Mgmt\_5.2.1 Explain the need for employee evaluation

Mgmt\_5.2.2 Explain how employees are evaluated

Mgmt\_5.2.3 Identify the consequences to employees of positive or negative performance appraisals

Mgmt\_5.2.4 Describe the procedures used in the evaluation process and why they are needed

Mgmt\_5.2.5 Design an evaluation system

Mgmt\_5.2.6 Describe the legal implications of using performance appraisals to terminate or demote employees

Mgmt\_5.2.7 Choose appropriate action in solving problems involving violation of business principles

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**Mgmt\_5.3 Describe recruiting and selection and their importance to the successful operation of the organization.**

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**Lrn\_Ind\_ID Learning Indicator**

Mgmt\_5.3.1 Identify recruiting sources of new employees

Mgmt\_5.3.2 Identify methods used to recruit and select employees

Mgmt\_5.3.3 Complete a job application form

Mgmt\_5.3.4 Describe legislation affecting the selection process and why it is important (e.g., affirmative action, right to privacy)

Mgmt\_5.3.5 Identify common selection tools and determine why they are used (e.g., interview, tests, reference checks)

Mgmt\_5.3.6 Develop a job description and determine how it will be used in the recruiting process

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**Mgmt\_5.4 Describe Labor Contract Implementation and its importance to the successful operation of the organization.**

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**Lrn\_Ind\_ID Learning Indicator**

Mgmt\_5.4.1 Describe the common elements of a labor contract

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Mgmt_5.4.2	Outline the procedures involved in the grievance process
Mgmt_5.4.3	Discuss the role of human resources personnel in the collective bargaining process

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**Mgmt\_5.5 Describe compensation, promotion, benefits, and incentives and their importance to the successful operation of the organization.**

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Lrn_Ind_ID	Learning Indicator
Mgmt_5.5.1	Identify benefits available to all employees
Mgmt_5.5.2	Explain the methods used to compensate employees (e.g., wages, salary, commission)
Mgmt_5.5.3	Identify various career paths available to employees
Mgmt_5.5.4	Calculate wages paid under various compensation methods
Mgmt_5.5.5	Describe policies and procedures used to manage compensation (e.g., company performance, benchmarking, profit sharing)
Mgmt_5.5.6	Establish criteria for promoting employees
Mgmt_5.5.7	Describe the relative merits and possible disadvantages of internal promotion vs. hiring from outside

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**Mgmt\_5.6 Describe separation, termination and transition and its importance to the successful operation of the organization.**

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Lrn_Ind_ID	Learning Indicator
Mgmt_5.6.1	Define the concept of downsizing and why it occurs
Mgmt_5.6.2	Describe programs available to assist displaced employees
Mgmt_5.6.3	Discuss how internal and external factors can affect downsizing (e.g., economy, competition, government regulations)
Mgmt_5.6.4	Identify the consequences of downsizing on the individual, the company, the economy, and society
Mgmt_5.6.5	Discuss whether a company has a responsibility to provide retraining programs and severance packages for displaced workers

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**Mgmt\_5.7 Describe labor legislation and how it contributes to the successful operation of the organization.**

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Lrn_Ind_ID	Learning Indicator
Mgmt_5.7.1	Describe how the workplace has changed as a result of labor legislation (e.g., drug testing, ADA, sexual harassment, safety)
Mgmt_5.7.2	Describe why the workplace has changed as a result of labor legislation
Mgmt_5.7.3	Discuss the viability of specific labor legislation
Mgmt_5.7.4	Discuss the effect of legislation has had on company productivity and profitability

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**Mgmt\_5.8 Describe internal communications with employees and how it contributes to the successful operation of the organization.**

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Lrn_Ind_ID	Learning Indicator
Mgmt_5.8.1	Describe the methods used by management to communicate with employees (e.g., formal and informal)
Mgmt_5.8.2	Demonstrate the effective use of various communication methods
Mgmt_5.8.3	Differentiate among the various electronic and non electronic telecommunication methods
Mgmt_5.8.4	Explain the importance of timely communication of information pertinent to employees

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**Management Mgmt\_6: Demonstrate Knowledge of Organizational Structure**

**Mgmt\_6.1 Identify and differentiate between the basic organizational structures.**

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Lrn_Ind_ID	Learning Indicator
Mgmt_6.1.1	Identify the levels of management
Mgmt_6.1.2	Describe line vs. staff departments and the authority relationship between them
Mgmt_6.1.3	Differentiate between tall and flat organizational structures

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<b>Mgmt_6.2</b>	<b>Identify basic forms of business ownership and discuss the advantages and disadvantages of each.</b>
<b>Lrn_Ind_ID</b>	<b>Learning Indicator</b>
Mgmt_6.2.1	Identify and provide examples of basic ownership forms
Mgmt_6.2.2	Compare and contrast the forms of business ownership
Mgmt_6.2.3	Identify variations of basic ownership forms (e.g., franchises, employee stock ownership programs)
<b>Mgmt_6.3</b>	<b>Identify and discuss the advantages and disadvantages of different organizational models.</b>
<b>Lrn_Ind_ID</b>	<b>Learning Indicator</b>
Mgmt_6.3.1	State the advantages and disadvantages of the team concept to the organization
Mgmt_6.3.2	Discuss the interrelationships of a variety of organizational models (e.g., line, line and staff, functional)
Mgmt_6.3.3	Analyze organizational charts and determine how they need to be modified
Mgmt_6.3.4	Design an organizational chart
Mgmt_6.3.5	Describe the effects of group dynamics on group decision making and consensus building
Mgmt_6.3.6	Identify situations where alternative organizational structures should be used by multinational firms (e.g., holding companies, divisions, joint ventures)
<b>Management</b>	<b>Mgmt_7: Demonstrate Knowledge of General Management skills</b>
<b>Mgmt_7.1</b>	<b>Develop and use time management skills.</b>
<b>Lrn_Ind_ID</b>	<b>Learning Indicator</b>
Mgmt_7.1.1	Discuss the importance of time management, both professionally and personally, including the consequences of poor time management skills
Mgmt_7.1.2	Perform a personal time management analysis for a given period of time
Mgmt_7.1.3	Develop a time management plan using cases and simulations
<b>Mgmt_7.2</b>	<b>Describe and use technology as it relates to the management process.</b>
<b>Lrn_Ind_ID</b>	<b>Learning Indicator</b>
Mgmt_7.2.1	Describe the role of technology in the overall management process
Mgmt_7.2.2	Use current technology in various facets of the managerial process
<b>Mgmt_7.3</b>	<b>Develop and use networking skills.</b>
<b>Lrn_Ind_ID</b>	<b>Learning Indicator</b>
Mgmt_7.3.1	Describe the advantages of networking in order to achieve personal and professional advancement
Mgmt_7.3.2	Identify available resources inside and outside of the school useful for making professional contacts (e.g., career development centers, business schools, alumni, business leaders)
Mgmt_7.3.3	Develop liaisons with community and professional organizations using strategies such as internships, volunteer work, and membership in organizations
Mgmt_7.3.4	Demonstrate a knowledge of professional organizations
<b>Mgmt_7.4</b>	<b>Describe the entrepreneurial way of thinking and use it to solve problems.</b>
<b>Lrn_Ind_ID</b>	<b>Learning Indicator</b>
Mgmt_7.4.1	Define the entrepreneurial way of thinking and describe why it is important (e.g., opportunity recognition)
Mgmt_7.4.2	Use the entrepreneurial way of thinking in one's own life
Mgmt_7.4.3	Apply the entrepreneurial way of thinking to solving managerial problems

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## Management Mgmt\_8: Demonstrate Knowledge of Ethics

**Mgmt\_8.1** Define ethics and discuss the importance of ethics in personal, social, and business decision making.

**Lrn\_Ind\_ID** Learning Indicator

- Mgmt\_8.1.1 Describe a personal code of ethical behavior
- Mgmt\_8.1.2 Explain the importance of trust for the successful conduct of business
- Mgmt\_8.1.3 Give examples of how unethical behavior results in higher prices for consumers (e.g., insurance fraud)
- Mgmt\_8.1.4 Describe how and why different cultures have different ethical systems
- Mgmt\_8.1.5 Explain the difference between ethics and governmental regulations
- Mgmt\_8.1.6 Describe a business code of ethical behavior
- Mgmt\_8.1.7 Give examples of how unethical behavior leads to governmental regulations
- Mgmt\_8.1.8 Determine appropriate action in situations requiring application of business ethics

**Mgmt\_8.2** Define a code of ethics, develop a code of ethics, and apply a code of ethics to various issues confronted by businesses.

**Lrn\_Ind\_ID** Learning Indicator

- Mgmt\_8.2.1 Identify ethical considerations resulting from technological advances (e.g., computer snooping or hacking)
- Mgmt\_8.2.2 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)
- Mgmt\_8.2.3 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?)
- Mgmt\_8.2.4 Identify ethical considerations involving employer/employee relationships (e.g., poor working conditions, hours wasted on the job, employee theft)
- Mgmt\_8.2.5 Identify ethical considerations affecting consumers (e.g., false advertising, shoplifting)
- Mgmt\_8.2.6 Select the best ways to handle confidential information

**Mgmt\_8.3** Examine the role of social responsibility in decision making.

**Lrn\_Ind\_ID** Learning Indicator

- Mgmt\_8.3.1 Define social responsibility
- Mgmt\_8.3.2 Identify ways in which a business organization demonstrates social responsibility
- Mgmt\_8.3.3 Identify ways in which a business organization demonstrates social responsibility toward its internal and external stakeholders
- Mgmt\_8.3.4 Discuss the impacts resulting from business organizations being socially responsibility toward their internal and external stakeholders
- Mgmt\_8.3.5 Recognize the long-term impact of practicing social responsibility
- Mgmt\_8.3.6 Identify government regulations that have resulted from social irresponsibility

## Management Responsibility Mgmt\_9: Demonstrate Knowledge of Government Regulations and Social

**Mgmt\_9.1** Identify, describe, and analyze the impact and relationship of government regulations to business management decisions.

**Lrn\_Ind\_ID** Learning Indicator

- Mgmt\_9.1.1 State the ways in which regulations differ among countries and their effects on business
- Mgmt\_9.1.2 Compare the relative merits of having more vs. less government regulation of business
- Mgmt\_9.1.3 Identify the effects regulation has had on specific industries (e.g., long-distance telephone service)
- Mgmt\_9.1.4 Compare specific government regulations and their impact on doing business both domestically and internationally

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Mgmt\_9.1.5 Identify the regulating responsibilities held by various government agencies (e.g., FTC, USDA, CPSC)

Mgmt\_9.1.6 Discuss how business influences government regulation (e.g., through lobbying)

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### **Mgmt\_9.2 Identify, describe, and analyze the impact and relationship of community involvement to business management decisions.**

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#### **Lrn\_Ind\_ID Learning Indicator**

Mgmt\_9.2.1 Discuss why the definition of “community” (e.g., local area, regional area, national, international) differs among businesses

Mgmt\_9.2.2 Identify specific ways in which a company can help its community (e.g., jobs, taxes, contributions to special community projects)

Mgmt\_9.2.3 Explain the pros and cons of various levels of community involvement by a business

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### **Management Mgmt\_10: Demonstrate Knowledge of Functions of Organized Labor**

#### **Mgmt\_10.1 Describe the role of organized labor and its influences on government and business.**

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#### **Lrn\_Ind\_ID Learning Indicator**

Mgmt\_10.1.1 Describe the history of the labor movement and why unions were organized

Mgmt\_10.1.2 Describe the collective bargaining process including the use of mediators and arbitrators

Mgmt\_10.1.3 Describe legal strategies used by labor and management to gain competitive advantage in contract negotiations (e.g., strikes, boycotts, layoffs, lockouts)

Mgmt\_10.1.4 Identify federal legislation which has affected organized labor and management and explain its effect

Mgmt\_10.1.5 Explain why the participation of workers in labor unions has changed

Mgmt\_10.1.6 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)

Mgmt\_10.1.7 Describe the changing provisions for the labor contract and reasons for such changes

Mgmt\_10.1.8 Describe the process involved in forming and operating a labor union

Mgmt\_10.1.10 Identify methods used to design or redesign products and tools that assist in the process [e.g., computer assisted design (CAD)]

Mgmt\_10.1.11 Design a product

Mgmt\_10.1.12 Identify the factors considered in scheduling production and tools that assist in the process [e.g., computer assisted management (CAM), robotics]

Mgmt\_10.1.13 Prepare a production schedule

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### **Management Mgmt\_11: Demonstrate Knowledge of Operations Management**

#### **Mgmt\_11.1 Apply generally accepted operations management principles and procedures to design a product and schedule its production.**

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#### **Lrn\_Ind\_ID Learning Indicator**

Mgmt\_11.1.1 Identify methods used to design or redesign products and tools that assist in the process [e.g., computer assisted design (CAD)]

Mgmt\_11.1.2 Design a product

Mgmt\_11.1.3 Identify the factors considered in scheduling production and tools that assist in the process [e.g., computer assisted management (CAM), robotics]

Mgmt\_11.1.4 Prepare a production schedule

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#### **Mgmt\_11.2 Apply generally accepted operations management principles and procedures to procurement of materials.**

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#### **Lrn\_Ind\_ID Learning Indicator**

Mgmt\_11.2.1 Describe the importance of maintaining close working relationships with external suppliers

Mgmt\_11.2.2 Identify the factors considered when selecting suppliers(e.g., quality, price, reliable delivery)

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Mgmt\_11.2.3 Identify sources for raw materials and parts, both domestic and international

Mgmt\_11.2.4 Compare and contrast the production of parts internally vs. procurement from external sources

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### **Mgmt\_11.3 Apply generally accepted operations management principles and procedures to managing inventory.**

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<b>Lrn_Ind_ID</b>	<b>Learning Indicator</b>
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Mgmt_11.3.1	Identify the problems associated with having too much or too little inventory
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Mgmt_11.3.2	Apply methods used to count and inspect incoming inventory
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Mgmt_11.3.3	Identify the basic forms of inventory carried by a manufacturing firm (e.g., materials and parts, work in process, finished goods)
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Mgmt_11.3.4	Identify appropriate situations in which a Just-In-Time inventory system can and should be used
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Mgmt_11.3.5	Develop a system for maintaining inventory control (e.g., receiving, tracking, securing, reordering)
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