



Business Management

Course Information

Grade(s):	10, 11, 12
Discipline/Course:	Business Education
Course Title:	Business Management
Prerequisite(s):	none
Course Description: <i>Program of Studies</i>	The Business Management course will provide students with a basic understanding of the theories and principles by which businesses are organized and managed. Students will explore the roles, responsibilities and skills of successful managers in a variety of functions: operations, human resources, marketing, and finance. This course also exposes students to issues of business ethics, diversity and the leadership skills that are required to meet organizational challenges and objectives. These essential skills include planning and organization, problem solving, communicating, and team building. Students will be exposed to business scenarios frequently handled by managers and will be challenged to think critically and support recommendations through simulations, case studies, projects, and presentations.
Course Essential Questions:	<ul style="list-style-type: none"> ● What skills and knowledge are needed to effectively manage a business? ● How have management practices developed and evolved in response to internal and external environments? ● How does organizational structure influence business operations and performance? ● What is the difference between management and leadership? ● What attributes are associated with effective leadership? ● How do business functions operate independently and together to achieve business goals? ● How do ethics relate to business practice?
Course Enduring Understandings:	<ul style="list-style-type: none"> ● Managers employ a specific set of functions and skills to effectively drive business goals and strategies. ● Management theories and practices have evolved and continue to change to adapt to the business environment and objectives ● Businesses are structured to optimize the services and products offered to consumers and achieve goals set for the organization.

	<ul style="list-style-type: none"> • Business functions rely on each other for data and resources necessary to run the organization and achieve its goals. • Leaders exemplify an attribute of seeing, communicating and generating commitment to a vision. • Ethical and societal issues are ever changing and play a major role in decision making by managers and leaders.
Duration & Credits:	One Semester (½ year) / .5 credits
Course Materials/Resources:	Textbook: Management – Leading & Collaborating in a Competitive World (Bateman/Snell/Konopaske), 13e Business, Management and Leadership trade publications, print and online
FPS Course Academic Expectation(s):	<u>Collaborating Strategically</u> The student demonstrates awareness, respect, and consideration for self and others while engaging in a shared learning experience. <u>Conveying Ideas</u> The student expresses ideas clearly and effectively for the intended purpose and specific audience.
Year at a Glance (Units):	Unit 1: Introduction to Management (2 weeks) Unit 2: Management Theories (2 weeks) Unit 3: Business Structure and Organization (2 weeks) Unit 4: Leadership (5 weeks) Unit 5: Business Operations (5 weeks) Unit 6: Business Ethics and Corporate Social Responsibility (4 weeks)

Unit Number and Title:	Unit 1: Introduction to Management
Duration:	2 weeks
Resource(s):	Textbook: Management – Leading & Collaborating in a Competitive World (Bateman/Snell/Konopaske), 13e Business, Management and Leadership trade publications, print and online
Unit Overview:	Students will be introduced to the concept of management and learn the basic functions associated with managers in any profession. Students will learn which skills and competencies are needed for success in management careers.
Learning Goals	
Standard(s):	<p><u>National Standards for Business Education: Management</u></p> <p>I. Management Functions Achievement Standard: Analyze the management functions and their implementation and integration within the business environment.</p> <p>A. Planning Level 1 Performance Expectations</p> <ol style="list-style-type: none"> 1. Explain the management function of planning 2. Identify the benefits of planning 3. Describe the decision-making process <p>Level 2 Performance Expectations</p> <ol style="list-style-type: none"> 4. Apply the decision making process to business applications, including family businesses 5. Acknowledge the existence of bias in decision making 6. Analyze possible outcomes of a decision 7. Discuss the importance of vision and mission statements <p>B. Organizing Level 1 Performance Expectations</p>

1. Explain the management function of organizing
 2. Identify the benefits of organizing
- Level 2 Performance Expectations
3. List the various types of resources needed to manage a business
 4. Explain the importance of organizing resources in business
 5. Discuss the importance of using teams when organizing a business

C. Leading

Level 1 Performance Expectations

1. Explain the management function of leading

D. Controlling

Level 1 Performance Expectations

1. Explain the management function of controlling
2. Identify the benefits of controlling

Level 2 Performance Expectations

3. Discuss the importance of the controlling function in the business environment

IV. Personal Management Skills

Achievement Standard: Develop personal management skills to function effectively and efficiently in a business environment.

A. Time Management

Level 1 Performance Expectation

1. Explain the importance of time management

Level 2 Performance Expectation

2. Analyze a personal time management schedule for a given time period.

Level 3 Performance Expectations

3. Design and implement a time management schedule as a result of a time management analysis
4. Evaluate and modify a time management plan as appropriate

Essential Question(s):	<ul style="list-style-type: none"> ● What does it mean to be a manager in an organization? ● What skills and competencies are needed to be a successful manager? ● Why is planning and time management such an important management function? ● How do you evaluate if your business plan and strategy actually worked and if your goal was achieved? ● How does management differ at varying levels of an organization?
Enduring Understanding(s):	<ul style="list-style-type: none"> ● A manager is successful through the understanding, practice, and application of specific skills and competencies ● Managers perform a series of functions while working with people and other resources to accomplish organizational goals ● Planning and time management are critical to ensure the achievement of goals and success of a business
Learning Goal(s): <i>Students will be able to use their learning to:</i>	<p>Students will be able to:</p> <ul style="list-style-type: none"> ● Summarize the major challenges of managing in a new competitive landscape ● Describe the sources of competitive advantage for a company ● Identify and describe the four functions of management and associate them with activities/tasks on-the-job, at school, and at home ● Define the critical skills needed to be a effective manager ● Explain how the nature of management changes at senior, middle and operational levels of the organization ● Apply planning and time management skills ● Set a measurable goal, design methods to monitor progress, and identify when and how to make corrective actions

Unit Number and Title:	Unit 2: Management Theories
Duration:	2 weeks
Resource(s):	Textbook: Management – Leading & Collaborating in a Competitive World (Bateman/Snell/Konopaske), 13e Business, Management and Leadership trade publications, print and online
Unit Overview:	Students will study the concept of management from inception at the Industrial Revolution to present day. Management theories will be evaluated for their benefits to business and workers.
Learning Goals	
Standard(s):	<p><u>National Standards for Business Education: Management</u></p> <p>II. Management Theories</p> <p>Achievement Standard: Analyze the management theories and their application within the business environment.</p> <p>Level 3 Performance Expectations</p> <ol style="list-style-type: none"> 1. Discuss why knowledge of the evolution of management theories is valuable 2. Identify and discuss the evolution of management theories (e.g. Taylor, Weber, Follett, McGregor) 3. Explain how management theories and research inform practice 4. Explain how practice informs management and management education research <p>Level 4 Performance Expectations</p> <ol style="list-style-type: none"> 5. Discuss how Contingency Theory relates to organization structure, systems of control, and approach to leadership and motivation 6. List the main concepts and scholars in the Scientific School, the Administrative School, and the Human Relations School 7. Illustrate how past and current management theories are applied in the business environment 8. Identify emerging management theories and explain how they expand upon current theories

Essential Question(s):	<ul style="list-style-type: none"> ● How was the concept of management formed? ● How has management evolved since the start of the Industrial Revolution? ● How do management theories impact management practices today? ● How do managers use different styles and approaches to achieve objectives?
Enduring Understanding(s):	<ul style="list-style-type: none"> ● The Industrial Revolution and introduction of new industries created a need for business management. ● Management practices have evolved over time from a sole focus on process and profit generation to models that place increased value on care and treatment of workers. ● Management theories and practices continue to change to adapt to the business environment and objectives
Learning Goal(s): <i>Students will be able to use their learning to:</i>	<p>Students will be able to:</p> <ul style="list-style-type: none"> ● Describe historical changes in management that led to current styles and practices ● Explain the difference between traditional and modern management practices ● Describe four different philosophies that have been used to manage organizations ● Discuss the importance of management practices as they relate to human resources and business goals ● Describe different management styles and situations where they are applied

Unit Number and Title:	Unit 3: Business Structure and Organization
Duration:	2 weeks
Resource(s):	Textbook: Management – Leading & Collaborating in a Competitive World (Bateman/Snell/Konopaske), 13e Business, Management and Leadership trade publications, print and online
Unit Overview:	Students will learn how businesses are organized and structured. Management functions are reviewed to reinforce the interdisciplinary nature of business and offer options for potential future careers.
Learning Goals	
Standard(s):	<p><u>National Standards for Business Education: Management</u> III. Business Organization Achievement Standard: Analyze the organization of a business</p> <p>A. Forms of Business Ownership Level 2 Performance Expectations 1. Define and provide examples of the basic forms of business ownership (e.g., sole proprietorship, partnership, and corporation) Level 3 Performance Expectations 2. Identify variations of basic forms of business ownership (e.g., franchise, limited partnership, limited liability company, and S corporation) 3. Compare and contrast the basic forms of business ownership 4. Differentiate among an international, a multinational, and a transnational organization Level 4 Performance Expectations 5. Identify the appropriate forms of business ownership in the evolution of a business organization 6. Discuss the steps in an Initial Public Offering (IPO) and analyze the feasibility of engaging in the process</p> <p>B. Management Levels</p>

Level 2 Performance Expectations

1. Identify levels of management

Level 3 Performance Expectations

2. Describe the interaction between and among management levels
3. Describe the role of self-management work teams

Level 4 Performance Expectations

5. Identify and analyze emerging trends in organization structure
6. Provide examples of skills that organizations seek in managers who function in different organization structure
7. Explain the skills needed and the duties performed at various management levels
8. Describe how the goals at each level of an organization work toward accomplishing the overall goals of an organization
9. Identify the reporting levels in an organizational chart

C. Organizational Structure

Level 2 Performance Expectations

1. Describe types of organizational structure
2. Identify the advantages and disadvantages of organizing using teams

Level 3 Performance Expectations

3. Distinguish among functional, divisional, and matrix organizational structures
4. Identify the factors that influence an organization's structure (e.g., size, environment, human resources, technology, and strategy)

IV. Personal Management Skills

Achievement Standard: Develop personal management skills to function effectively and efficiently in a business environment.

A. Time Management

Level 4 Performance Expectations

5. Analyze the use of time for managers at various levels of responsibility within an organization
6. Describe how managers can delegate responsibilities to improve manager efficiencies

	<p>VII. Organized Labor Achievement Standard: Describe the role and impact of organized labor on an organization’s operations. Level 3 Performance Standards</p> <ol style="list-style-type: none"> 1. Describe the history of the labor movement and why unions were organized 2. Describe the collective bargaining process 3. Explain the role of labor unions in the collective bargaining process
<p>Essential Question(s):</p>	<ul style="list-style-type: none"> ● What different structures or forms can organizations take? ● How do companies organize their staff to achieve their objectives? ● What is the manager’s role in an organization?
<p>Enduring Understanding(s):</p>	<ul style="list-style-type: none"> ● Organizations are structured based on the type of business, its objectives, and staff ● Organizations operate with staff that are arranged according to function, division, department, or strategy ● Managers operate through various chains of command
<p>Learning Goal(s): <i>Students will be able to use their learning to:</i></p>	<p>Students will be able to:</p> <ul style="list-style-type: none"> ● Differentiate and describe the different ways businesses can be organized (proprietorship, partnership, corporation) ● Summarize how authority operates within different organizational structures ● Define the roles of the board of directors and the chief executive officer ● Discuss how span of control affects structure and managerial effectiveness ● Explain how to delegate effectively ● Distinguish between centralized and decentralized organizations ● Describe the various departments and functions within an organization

Unit Number and Title:	Unit 4: Leadership
Duration:	5 weeks
Resource(s):	Textbook: Management – Leading & Collaborating in a Competitive World (Bateman/Snell/Konopaske), 13e Business, Management and Leadership trade publications, print and online
Unit Overview:	Students will study the difference between management and leadership and the characteristics of historically successful leaders. Students will engage in reflective self assessment and practice skills in leadership through activities and simulations.
Learning Goals	
Standard(s):	<p><u>National Standards for Business Education: Management</u></p> <p>I. Management Functions Achievement Standard: Analyze the management functions and their implementation and integration within the business environment.</p> <p>C. Leading Level 1 Performance Expectations 1. Explain the management function of leading 2. Identify leaders and qualities that make them effective</p> <p>Level 2 Performance Expectations 3. Define leadership 4. Discuss characteristics of effective and ineffective leaders 5. Explain the importance of motivation in leadership 6. Demonstrate leadership in a small group with or without having formal authority</p> <p>Level 3 Performance Expectations 7. Differentiate between leading and managing 8. Compare and contrast leadership styles 9. Identify the leadership style most appropriate for a given situation</p>

10. Explain the difference between leadership traits and leadership behaviors
11. Differential between extrinsic and intrinsic motivation and how it manifests itself in a business environment

IV. Personal Management Skills

Achievement Standard: Develop personal management skills to function effectively and efficiently in a business environment.

D. Communication Skills

Level 1 Performance Expectations

1. Identify effective communication skills
2. Apply active listening skills

Level 2 Performance Expectations

3. Explain the importance of effective communication in business
4. Identify various types of communication channels
5. Use feedback to enhance the communication process

Level 3 Performance Expectations

6. Identify effective communication skills for the business environment
7. Discuss nonverbal cues and what they communication
8. Identify major problems that prevent effective communication in organizations

F. Behavioral Attributes and Traits

Level 3 Performance Expectations

1. Explain why understanding yourself is essential for being a good manager
2. Describe different methods for enhancing self-awareness
3. Explain the concept of emotional intelligence

Level 4 Performance Expectations

4. Discuss the importance of job satisfaction and trust for effective employee performance
5. Define major personality traits and describe how personality can influence workplace behaviors (e.g., Big Five, Gallup Strength Finder)

Essential Question(s):	<ul style="list-style-type: none"> ● What is the difference between managing and leading? ● Does everyone have leadership potential? ● What are the personal qualities that make a strong leader? ● What are some of the challenges faced by business leaders? ● How does leadership skill, style, and behavior impact individuals, teams and an organization?
Enduring Understanding(s):	<ul style="list-style-type: none"> ● An essential skill of leadership is the ability to create and communicate a vision. ● People are driven to achieve and excel through different motivational factors. ● Leaders influence the direction, values, and ethics of an organization ● Business leaders are challenged by balancing the need to generate a profit and maintain a positive, productive work environment. ● Situational leadership is adapting leadership style based on the individual, task, and team ● Leadership skills can be learned and developed
Learning Goal(s): <i>Students will be able to use their learning to:</i>	<p>Students will be able to:</p> <ul style="list-style-type: none"> ● Differentiate between managing and leading ● Summarize what people want and organizations need from their leaders ● Explain how creating and communicating a vision helps one become a strong leader ● List personal characteristics and behaviors that contribute to leader effectiveness ● Discuss how to adapt leadership style based on various tasks and situations

Unit Number and Title:	Unit 5: Business Operations
Duration:	5 weeks
Resource(s):	Textbook: Management – Leading & Collaborating in a Competitive World (Bateman/Snell/Konopaske), 13e Business, Management and Leadership trade publications, print and online
Unit Overview:	Students will learn the basic elements of effective business operations and how various functional departments interact to successfully launch and market products and services.
Learning Goals	
Standard(s):	<p><u>National Standards for Business Education: Management</u></p> <p>X. Industry Analysis Achievement Standard: Analyze a business organization’s competitive position within the industry.</p> <p>A. Competition Level 2 Performance Expectations</p> <ol style="list-style-type: none"> 1. Identify ways organizations compete (e.g. quality, service, status, and price) 2. Define market share <p>Level 3 Performance Expectations</p> <ol style="list-style-type: none"> 3. Describe strategies to increase market share <p>B. Competitive Advantage Level 3 Performance Expectations</p> <ol style="list-style-type: none"> 1. Define competitive advantage 2. Analyze various organizations to determine their competitive advantage <p>C. Internal and External Sources of Data Level 3 Performance Expectations</p>

1. Identify internal and external data sources valuable for strategic planning
2. Explain how organizations use internal and external data sources for planning and control

XI. Financial Decision Making

Achievement Standard: Analyze financial data influenced by internal and external factors in order to make short-term and long-term decisions.

A. Financial Statements

Level 3 Performance Expectations

1. Describe the purpose of financial statements
2. Distinguish between internal and external financial statements

B. Short-Term and Long-Term Financing

Level 3 Performance Expectation

1. Identify sources of short- and long-term financing

Level 4 Performance Expectations

2. Assess the short-term and long-term financial needs of an organization
3. Compare debt and equity financing

C. Risk Management

Level 3 Performance Expectation

1. Identify risk to business

Level 4 Performance Expectation

2. Identify ways to minimize and manage risk

XII. Operations Management

Achievement Standard: Apply operations management principles and procedures to the design of an operations plan.

A. Product Design (Goods/Services)

Level 3 Performance Expectation

	<ol style="list-style-type: none"> 1. Identify methods and tools to design or redesign products <p>Level 4 Performance Expectations</p> <ol style="list-style-type: none"> 2. Evaluate a product design process 3. Explain why the design of products must evolve to meet the changing needs of customers <p>B. Scheduling</p> <p>Level 3 Performance Expectation</p> <ol style="list-style-type: none"> 1. Identify factors considered in scheduling <p>C. Materials Procurement</p> <p>Level 3 Performance Expectations</p> <ol style="list-style-type: none"> 1. Define supply chain management 2. Explain the benefits of establishing and maintaining close working relationships with supplier 3. Identify factors considered when selecting suppliers (e.g. quality, price, and reliable delivery) <p>D. Inventory Management</p> <p>Level 3 Performance Expectations</p> <ol style="list-style-type: none"> 1. Define inventory control 2. Identify methods of inventory control 3. Discuss inventory control concerns <p>E. Quality Standards</p> <p>Level 4 Performance Expectations</p> <ol style="list-style-type: none"> 1. Explain the concept of quality management 2. Explain why quality and efficiency standards are necessary to compete in the global marketplace
Essential Question(s):	<ul style="list-style-type: none"> ● What steps do companies take to create and launch a new product or service successfully? ● What are some of the biggest challenges to operating a successful business? ● What do businesses need to consider to continue to thrive in a changing environment?
Enduring	<ul style="list-style-type: none"> ● Businesses are guided and made successful by closely monitoring and meeting changing customer

Understanding(s):	<p>needs and wants.</p> <ul style="list-style-type: none"> ● Businesses operate within specific legal and regulatory guidelines. ● Businesses adjust their priorities and operations based on a product lifecycle ● Business functions must work collaboratively to achieve business goals ● Businesses thrive and customers benefit in a competitive environment
Learning Goal(s): <i>Students will be able to use their learning to:</i>	<p>Students will be able to:</p> <ul style="list-style-type: none"> ● Describe the steps in new product/service development ● List some of the legal and regulatory authorities that dictate and inform various operations of business ● Describe the stages of the business lifecycle ● Explain the decisions and activities undertaken during different stages of the business lifecycle ● Complete a SWOT analysis to assess business risks and opportunities ● Describe and draft the main elements of a business plan

Unit Number and Title:	Unit 6: Business Ethics and Corporate Social Responsibility
Duration:	4 weeks
Resource(s):	Textbook: Management – Leading & Collaborating in a Competitive World (Bateman/Snell/Konopaske), 13e Business, Management and Leadership trade publications, print and online
Unit Overview:	Students will learn the importance and benefits of ethics in business and the consequences of inappropriate decisions and actions. Students will also examine the growing trend of social responsibility and the role of business in sustainability.
Learning Goals	
Standard(s):	<p><u>National Standards for Business Education: Management</u> V. Ethics and Social Responsibility Achievement Standard: Examine the role of ethics and social responsibility in decision making.</p> <p>A. Ethics Level 1 Performance Expectation 1. Describe components of a personal code of ethical behavior Level 2 Performance Expectations 2. Explain the importance of ethical standards in conducting business 3. Describe ethical dilemmas faced by managers 4. Prepare key questions to determine whether a behavior is ethical 5. Create a personal code of ethics Level 3 Performance Expectations 6. Examine a business code of ethics 7. Explain the importance of an ethical work environment 8. Identify the impact of unethical behavior on a business 9. Explain the relationship between ethics and governmental regulations</p>

	<p>10. Identify guidelines for ethical decision making</p> <p>11. Identify ethical considerations resulting from various situations (e.g., technological advances, global competition, employer-employee relationships, and consumer relations)</p> <p>Level 4 Performance Expectations</p> <p>12. Define the term stakeholder and give examples of internal and external stakeholders in a business</p> <p>B. Social Responsibility</p> <p>Level 2 Performance Expectation</p> <ol style="list-style-type: none"> 1. Define social responsibility 2. Identify ways in which an organization demonstrates social responsibility (e.g., providing jobs, paying taxes, and contributing to community projects) <p>Level 3 Performance Expectations</p> <ol style="list-style-type: none"> 3. Identify ways in which an organization demonstrates social responsibility toward its internal and external stakeholders 4. Discuss the impacts resulting from an organization being socially responsible toward its internal and external stakeholders <p>Level 4 Performance Expectations</p> <ol style="list-style-type: none"> 5. Recognize the long-term impact of practicing social responsibility 6. Evaluate managerial approaches to social responsibility 7. Identify government regulations that have resulted from social irresponsibility 8. Explain how the personal ethics standards of management can affect the degree of social responsibility within an organization
Essential Question(s):	<ul style="list-style-type: none"> ● How are personal and business ethics different and the same? ● How do ethical perspectives guide business decision making? ● How do business decisions based on ethics help or harm a company? ● Can a business do well by doing good? ● What social concerns are faced by businesses?
Enduring Understanding(s):	<ul style="list-style-type: none"> ● Ethics are based on personal and business values ● Businesses are guided by an ethical decision making process that considers internal and external

	<p>stakeholders</p> <ul style="list-style-type: none"> ● Operating with ethics and integrity have positive and negative long term effects on a company's image and success ● Business leaders have responsibility to oversee the ethical behavior and decisions made by their companies' workers and teams ● Corporate social responsibility is a growing focus on companies to contribute to the long-term welfare of others ● Companies have many opportunities to contribute to the greater good in a way that is consistent with its business and contributes to the greater good
<p>Learning Goal(s): <i>Students will be able to use their learning to:</i></p>	<p>Students will be able to:</p> <ul style="list-style-type: none"> ● Describe how different ethical perspectives guide decision making ● Explain how companies influence their ethics environment ● Outline a process and considerations for making ethical business decisions ● Identify, evaluate, and assess a company's values and code of ethics ● Create a personal code of ethics ● Summarize the importance and impact of corporate social responsibility ● Describe the types of social issues businesses address ● Identify and assess a company's social responsibility focus and activities