Medical Management and Support Pathway
Unit 40: Management

BIL: Essential

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Competency 40.1: Describe business management.

Descriptors:
40.1.1 Explain the purpose of management in business organizations (e.g., leader, manager, organizer, spokesperson, problem solver).
40.1.2 Describe functions of management (e.g., planning, leading, organizing, delegating, controlling).
40.1.3 Identify management levels and their roles in the organization.
40.1.4 Discuss management theories.
40.1.5 Compare and contrast management styles in hospital settings and physician-directed offices.

Correlated English Language Arts Academic Content Benchmarks
- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)

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Competency 40.2: Discuss the integration of management functions into an organization.

Descriptors:
40.2.1 Discuss the importance of vision, mission and goal setting within the context of the business environment.
40.2.2 Describe the role of the strategic planning process within an organization.
40.2.3 Explain how management uses resources in the organizing process to accomplish goals.
40.2.4 Discuss management skills necessary for leading and directing at various management levels.
40.2.5 Discuss the importance of the evaluating and controlling function in the business environment.
40.2.6 Describe the impact that employment and social laws may have on leading and managing business.
BIL: Essential

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Competency 40.3: Develop a business plan for the medical practice.

Descriptors:

40.3.1 Explain the importance of developing a business plan for a medical practice.
40.3.2 Identify situations in which a business plan should be developed.
40.3.3 Identify components of business plans.
40.3.4 Discuss the purposes for each business plan component.
40.3.5 Describe characteristics associated with effective preparation of each business plan component.
40.3.6 Identify the organizational structure of medical practice to assist in achieving goals (e.g., history, specialty areas, size and corporate structure).
40.3.7 Develop components of a business plan.

Correlated English Language Arts Academic Content Benchmarks

- Evaluate how features and characteristics make information accessible and usable and how structures help authors achieve their purposes. (Reading Applications: Informational, Technical and Persuasive Text A, 8-10)
- Determine the usefulness of organizers and apply appropriate pre-writing tasks. (Writing Processes B, 8-10)
- Edit to improve sentence fluency, grammar and usage. (Writing Processes D, 8-10)
- Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)
- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)
Competency 40.4: Demonstrate management skills and responsibilities.

Descriptors:
40.4.1 Apply management functions that are needed to complete a given task.
40.4.2 Develop effective business goals (e.g., specific, measurable, achievable, realistic, time bound).
40.4.3 Develop and maintain a medical office policy manual.

Correlated English Language Arts Academic Content Benchmarks

- Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)

Competency 40.5: Participate in strategic planning and policymaking.

Descriptors:
40.5.1 Collect information and feedback to help assess the organization’s strategic planning and policymaking processes.
40.5.2 Interpret information about an organization’s operations from internal sources to participate in strategic planning and policymaking.
40.5.3 Interpret information related to the general business environment, industry practices and developments, and technological developments from external sources in order to participate in strategic planning and policymaking (e.g., publications, government documents, media and trade organizations).

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)
- Compile, organize and evaluate information, take notes and summarize findings. (Research B, 11-12)
Correlated Mathematics Academic Content Benchmarks

- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

Correlated Social Studies Academic Content Benchmarks

- Critique data and information to determine the adequacy of support for conclusions. (Social Studies Skills and Methods B, 11-12)

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Competency 40.6: Develop a strategic plan for a medical office.
Descriptors:
40.6.1 Confer with managing partner(s) to identify the medical practice’s strategic direction.
40.6.2 Assess current local trends (e.g., social, economic, political).
40.6.3 Evaluate the impact of incoming monies and how office resources are impacted by payments from insurance companies, government agencies and private pay clients.

Correlated English Language Arts Academic Content Benchmarks

- Compile, organize and evaluate information, take notes and summarize findings. (Research B, 11-12)
- Evaluate the usefulness and credibility of data and sources and synthesize information from multiple sources. (Research C, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Apply mathematical knowledge and skills routinely in other content areas and practical situations. (Mathematical Processes B, 8-10)

Correlated Social Studies Academic Content Benchmarks

- Critique data and information to determine the adequacy of support for conclusions. (Social Studies Skills and Methods B, 11-12)
Competency 40.7: Establish benchmarks.
Descriptors:
40.7.1 Discuss performance measurements that can be used in benchmarking.
40.7.2 Collect information from key business and industry sources about their practices and developments.
40.7.3 Interpret information about industry practices and developments.
40.7.4 Establish relationships and alliances with key individuals and groups to share best practices.
40.7.5 Set benchmarks.

Correlated English Language Arts Academic Content Benchmarks

- Compile, organize and evaluate information, take notes and summarize findings. (Research B, 11-12)
- Evaluate the usefulness and credibility of data and sources and synthesize information from multiple sources. (Research C, 11-12)

Competency 40.8: Evaluate the results of business goals and objectives.
Descriptors:
40.8.1 Identify programs and processes for improving business results.
40.8.2 Discuss alternative actions to take when goals are not met for a specific reason (e.g., changing goals, changing strategies).
40.8.3 Select an alternative that best matches the business need.
40.8.4 Effectively implement the new program or process.
40.8.5 Measure effectiveness of the new program or process.

Correlated Mathematics Academic Content Benchmarks

- Formulate a problem or mathematical model in response to a specific need or situation, determine information required to solve the problem, choose method for obtaining this information, and set limits for acceptable solution. (Mathematical Processes A, 8-10)
Competency 40.9: Analyze cost/profit relationships to guide business decision making.

Descriptors:
- 40.9.1 Explain the concept of productivity.
- 40.9.2 Analyze the impact of specialization/division of labor on productivity.
- 40.9.3 Explain the concept of organized labor and business.
- 40.9.4 Explain the impact of the law of diminishing returns.
- 40.9.5 Describe the concept of economies of scale.
- 40.9.6 Describe cost/benefit analysis.
- 40.9.7 Determine relationships among total revenue, marginal revenue, output and profit.

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)
- Compile, organize and evaluate information, take notes and summarize findings. (Research B, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Estimate, compute and solve problems involving real numbers, including ratio, proportion and percent, and explain solutions. (Number, Number Sense and Operations G, 8-10)
- Write and solve real-world, multi-step problems involving money, elapsed time and temperature, and verify reasonableness of solutions. (Measurement F, 8-10)
- Use algebraic representations, such as tables, graphs, expressions, functions and inequalities, to model and solve problem situations. (Patterns, Functions and Algebra D, 8-10)
- Describe and interpret rates of change from graphical and numerical data. (Patterns, Functions and Algebra J, 8-10)
- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)

Correlated Social Studies Academic Content Benchmarks

- Analyze how scarcity of productive resources affects supply, demand, inflation and economic choices. (Economics A, 11-12)
- Identify factors which inhibit or spur economic growth and cause expansions or recessions. (Economics B, 11-12)
Competency 40.10: Assess the effectiveness of strategic plans.
Descriptors:
40.10.1 Assess the validity of strategic plans.
40.10.2 Apply metrics to assess the effectiveness of strategic plans.
40.10.3 Modify strategic plans if necessary.

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)
- Design and perform a statistical experiment, simulation or study; collect and interpret data; and use descriptive statistics to communicate and support predictions and conclusions. (Data Analysis and Probability C, 11-12)

Competency 40.11: Assess the effectiveness of the business plan.
Descriptors:
40.11.1 Assess the validity of the business plan.
40.11.2 Apply metrics to assess the effectiveness of the business plan.
40.11.3 Modify the business plan if necessary.

Correlated English Language Arts Academic Content Benchmarks

- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)
- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)
Correlated Mathematics Academic Content Benchmarks

- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)
- Design and perform a statistical experiment, simulation or study; collect and interpret data; and use descriptive statistics to communicate and support predictions and conclusions. (Data Analysis and Probability C, 11-12)

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**Competency 40.12:** Develop business partnerships.

**Descriptors:**

40.12.1 Discuss the advantages and disadvantages of affiliating with a network or management organization (e.g., independent practice association [IPA], preferred provider organization [PPO], management service organization [MSO], physician practice management company [PPMC]).

40.12.2 Select a method for integrating medical practices.

40.12.3 Identify personnel implications associated with integrating medical practices.

40.12.4 Analyze risks associated with partnerships.

40.12.5 Implement a change process (e.g., marketing legal implications, financial needs, tax implications, employment agreements and compensation, bylaws, naming rights, legal counsel, bankers, financial advisers, consultants).

Correlated English Language Arts Academic Content Benchmarks

- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)
- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Create and analyze tabular and graphical displays of data using appropriate tools, including spreadsheets and graphing calculators. (Data Analysis and Probability A, 11-12)
- Connect statistical techniques to applications in workplace and consumer situations. (Data Analysis and Probability D, 11-12)
**BIL: Recommended**

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**Competency 40.13: Conduct strategic stakeholder management.**

**Descriptors:**

40.13.1 Identify medical practice stakeholders (e.g., integrated system/network, managed care organization, government agencies, employers, patients).

40.13.2 Discuss strategies used to determine each stakeholder’s influence on the medical practice.

40.13.3 Evaluate the stakeholder’s potential to support or threaten the medical practice’s goals.

40.13.4 Discuss methods of managing stakeholder relations.

40.13.5 Manage stakeholder relations.

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**Competency 40.14: Maintain the medical practice’s governing system.**

**Descriptors:**

40.14.1 Explain the role of a medical practice’s governing system in goal achievement.

40.14.2 Identify pathways for communication within the medical practice.

40.14.3 Document the history of an organization or medical practice.

40.14.4 Manage the medical practice’s governing system.

40.14.5 Facilitate the organization’s governing structure (e.g., communicate, decision making process, define leadership roles, committee roles and accountability of all roles, legal ramifications of compliance or non-compliance).

**Correlated English Language Arts Academic Content Benchmarks**

- Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)
BIL:  Recommended

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Competency 40.15:  Assess the medical practice’s governing system.
Descriptors:

40.15.1  Discuss the importance of assessing a medical practice’s governing system.
40.15.2  Describe methods used to assess a medical practice’s governing system.
40.15.3  Evaluate the organizational dynamics of the medical practice.
40.15.4  Determine the effectiveness of the medical practice’s governing policies and procedures.

Medical Management and Support Pathway
Unit 41: Entrepreneurship

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Competency 41.1: Employ entrepreneurial discovery strategies (brainstorming and research) to generate feasible ideas for business ventures.

Descriptors:

41.1.1 Explain the need for entrepreneurial discovery strategies to generate feasible ideas for business ventures.
41.1.2 Discuss entrepreneurial discovery processes.
41.1.3 Assess global trends and opportunities.
41.1.4 Identify opportunities for venture creation.
41.1.5 Assess opportunities for venture creation.
41.1.6 Describe idea-generation methods.
41.1.7 Generate venture ideas.
41.1.8 Determine feasibility of ideas.

Correlated English Language Arts Academic Content Benchmarks

- Compile, organize and evaluate information, take notes and summarize findings. (Research B, 11-12)
- Evaluate the usefulness and credibility of data and sources and synthesize information from multiple sources. (Research C, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)
- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

Correlated Social Studies Academic Content Benchmarks

- Critique data and information to determine the adequacy of support for conclusions. (Social Skills and Methods B, 11-12)
Competency 41.2: Develop a concept for a new business venture to evaluate its success potential.

Descriptors:
41.2.1 Describe entrepreneurial planning considerations.
41.2.2 Explain tools used by entrepreneurs for venture planning.
41.2.3 Assess start-up requirements.
41.2.4 Assess risks associated with the venture.
41.2.5 Describe external resources useful to entrepreneurs during concept development.
41.2.6 Assess the need for using external resources for concept development.
41.2.7 Describe strategies for protect intellectual property.
41.2.8 Identify business plan components.
41.2.9 Use components of the business plan to define the venture idea.

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)
- Evaluate how features and characteristics make information accessible and usable and how structures help authors achieve their purposes. (Reading Applications: Informational, Technical and Persuasive Text A, 8-10)
- Formulate open-ended research questions suitable for investigation and adjust questions as necessary while research is conducted. (Research A, 8-10)
- Formulate open-ended research questions suitable for inquiry and investigation and adjust questions as necessary while research is conducted. (Research A, 11-12)
- Compile, organize and evaluate information, take notes and summarize findings. (Research B, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

Correlated Social Studies Academic Content Benchmarks

- Work in groups to analyze an issue and make decisions. (Social Studies Skills and Methods D, 11-12)
Competency 41.3: Determine needed resources for a new business venture to contribute to its startup viability.

Descriptors:
41.3.1 Distinguish between debt and equity financing for venture creation.
41.3.2 Describe processes used to acquire adequate financial resources for venture creation and startup.
41.3.3 Select sources of financing venture creation and startup.
41.3.4 Explain factors to consider in determining a venture’s human resources needs.
41.3.5 Explain considerations in deciding to hire staff.
41.3.6 Describe considerations in selecting capital resources.
41.3.7 Investigate capital resources needed for the venture.
41.3.8 Assess the costs and benefits associated with resources.

Correlated English Language Arts Academic Content Benchmarks

- Compile, organize and evaluate information, take notes and summarize findings. (Research B, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Use algebraic representations, such as tables, graphs, expressions, functions and inequalities, to model and solve problem situations. (Patterns, Functions and Algebra D, 8-10)
- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)
- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)
Competency 41.4: Investigate launch strategies.

Descriptors:
41.4.1 Use external resources to supplement entrepreneur’s expertise.
41.4.2 Explain the complexity of business operations.
41.4.3 Evaluate risk-taking opportunities.
41.4.4 Explain the need for business systems and procedures.
41.4.5 Describe interrelationships of organizational models (e.g., line, line and staff, functional).
41.4.6 Describe line versus staff departments and the authority relationship between them.
41.4.7 Describe the use of operating procedures.
41.4.8 Explain methods and/or processes for organizing work flow.
41.4.9 Develop product/service.
41.4.10 Use creative problem solving in business activities/decisions.
41.4.11 Explain the impact of resource productivity on venture success.
41.4.12 Create processes for ongoing opportunity recognition.
41.4.13 Develop plan to invest resources into improving current products or creating new ones.
41.4.14 Adapt to changes in business environment.

Correlated English Language Arts Academic Content Benchmarks

- Formulate open-ended research questions suitable for investigation and adjust questions as necessary while research is conducted. (Research A, 8-10)
- Formulate open-ended research questions suitable for inquiry and investigation and adjust questions as necessary while research is conducted. (Research A, 11-12)
- Compile, organize and evaluate information, take notes and summarize findings. (Research B, 11-12)
- Evaluate the usefulness and credibility of data and sources and synthesize information from multiple sources. (Research C, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Connect statistical techniques to applications in workplace and consumer situations. (Data Analysis and Probability D, 11-12)
- Formulate a problem or mathematical model in response to a specific need or situation, determine information required to solve the problem, choose method for obtaining this information, and set limits for acceptable solution. (Mathematical Processes A, 8-10)
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Competency 41.5: Select harvesting strategies (i.e., the strategies entrepreneurs use to exit a business and realize their investment) to identify the entrepreneur’s role in the business venture.

Descriptors:
41.5.1 Explain the need for continuation planning.
41.5.2 Describe methods of venture harvesting.
41.5.3 Evaluate options for continued venture involvement.
41.5.4 Develop exit strategies.

Correlated Mathematics Academic Content Benchmarks

- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)
- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)
Unit 42: Marketing

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Competency 42.1: Describe marketing’s role and function in business.

Descriptors:
42.1.1 Explain marketing and its importance in a global economy.
42.1.2 Discuss the marketing concept.
42.1.3 Describe marketing functions and related activities.

Correlated English Language Arts Academic Content Benchmarks

- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)

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Competency 42.2: Acquire foundational knowledge of customer, client and business behavior to understand what motivates their decision making.

Descriptors:
42.2.1 Identify factors that motivate customers, clients and businesses.
42.2.2 Explain customer, client and business buying behavior.
42.2.3 Discuss techniques employees can use to motivate and inspire customer, client and business decision making.

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Competency 42.3: Explain the company’s unique selling proposition to recognize what sets the company apart from its competitors.

Descriptors:
42.3.1 Identify the company’s unique selling proposition.
42.3.2 Identify internal and external service standards.

Medical Management and Support Pathway
Competency 42.4: Reinforce the company’s identity.
Descriptors:
42.4.1 Determine the company’s identity.
42.4.2 Discuss the relationship between employee performance and company image.
42.4.3 Determine ways of delivering the company’s identity through employee performance.

Competency 42.5: Design a medical practice’s marketing plan.
Descriptors:
42.5.1 Examine local marketing data (e.g., census data, local economics, business coalitions, competition).
42.5.2 Identify a target market.
42.5.3 Examine supply and demand for medical services in the local area.
42.5.4 Conduct a comparative fee analysis.
42.5.5 Determine which promotional concepts are acceptable and within budget.
42.5.6 Create a marketing plan for the medical practice.

Correlated English Language Arts Academic Content Benchmarks

- Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)
- Evaluate the usefulness and credibility of data and sources and synthesize information from multiple sources. (Research C, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Estimate, compute and solve problems involving real numbers, including ratio, proportion and percent, and explain solutions. (Number, Number Sense and Operations G, 8-10)
- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)
• Formulate a problem or mathematical model in response to a specific need or situation, determine information required to solve the problem, choose method for obtaining this information, and set limits for acceptable solution. (Mathematical Processes A, 8-10)

• Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

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Competency 42.6: Develop a strategic plan for marketing (e.g., one-, three- and five-year).

Descriptors:
42.6.1 Conduct periodic stakeholder needs assessments utilizing a strategic plan procedure (e.g., SWOT [strength, weakness, opportunities and threats]).
42.6.2 Collect data that identify trends, strength, weakness, opportunities and threats and general community assessment information.
42.6.3 Identify major marketing goals.

Correlated English Language Arts Academic Content Benchmarks

• Compile, organize and evaluate information, take notes and summarize findings. (Research B, 11-12)

• Evaluate the usefulness and credibility of data and sources and synthesize information from multiple sources. (Research C, 11-12)

Correlated Mathematics Academic Content Benchmarks

• Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)

• Formulate a problem or mathematical model in response to a specific need or situation, determine information required to solve the problem, choose method for obtaining this information, and set limits for acceptable solution. (Mathematical Processes A, 8-10)

• Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

Correlated Social Studies Academic Content Benchmarks

• Critique data and information to determine the adequacy of support for conclusions. (Social Studies Skills and Methods B, 11-12)
Competency 42.7: Develop promotional materials for the medical practice.
Descriptors:
42.7.1 Discuss the relationship between the medical practice’s image and its choice and use of promotional materials.
42.7.2 Determine cost of promotional materials.
42.7.3 Create promotional materials that reinforce the medical practice’s image.

Correlated English Language Arts Academic Content Benchmarks

- Prepare writing for publication that follows an appropriate format and uses a variety of techniques to enhance the final product. (Writing Processes F, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Estimate, compute and solve problems involving real numbers, including ratio, proportion and percent, and explain solutions. (Number, Number Sense and Operations G, 8-10)
- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

Competency 42.8: Implement the medical practice’s public relations plan.
Descriptors:
42.8.1 Assess need for patient education (e.g., handbook, brochures and educational materials).
42.8.2 Investigate community focus and collaboration efforts (e.g., targeted messages, sensitivity to cultural issues, community involvement, volunteer involvement, local health fairs and free clinics).
42.8.3 Analyze community health risks (e.g., collect clinical data, identify major issues).
42.8.4 Explore wellness and health benchmarks (e.g., good health concepts, behavior modification and disease management).
42.8.5 Use public relations methods (e.g., speakers’ bureau, news articles, Web site presentations, service brochures).
42.8.6 Obtain publicity in the media (e.g., press releases, public service announcements).
42.8.7 Develop a plan for communicating damage control to audiences (e.g., public relations, staff and patients).

Medical Management and Support Pathway
Correlated English Language Arts Academic Content Benchmarks

- Formulate writing ideas and identify a topic appropriate to the purpose and audience. (Writing Processes A, 8-10; Writing Processes A, 11-12)
- Prepare writing for publication that follows an appropriate format and uses a variety of techniques to enhance the final product. (Writing Processes F, 11-12)

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Competency 42.9: Assess the marketing plan’s effectiveness.

Descriptors:

42.9.1 Assess the marketing plan’s validity.
42.9.2 Apply metrics to assess marketing plan’s effectiveness.
42.9.3 Modify the marketing plan if necessary.

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)
- Create and analyze tabular and graphical displays of data using appropriate tools, including spreadsheets and graphing calculators. (Data Analysis and Probability A, 11-12)

Correlated Social Studies Academic Content Benchmarks

- Critique data and information to determine the adequacy of support for conclusions. (Social Studies Skills and Methods B, 11-12)
Unit 43: Customer Relationship Management

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Competency 43.1: Explain basic customer relationship management (CRM) concepts.
Descriptors:
43.1.1 Explain the concept of a customer relationship focus and its importance to an organization.
43.1.2 Describe methods that can be used to determine what customers want.
43.1.3 Explain the role of quality, warranties and guarantees in customer satisfaction.
43.1.4 Explain the role of Web site usability in customer satisfaction.
43.1.5 Describe the relationship between customer satisfaction, loyalty and value.
43.1.6 Explain the relationship between service and sales.
43.1.7 Describe the concept of a value chain.
43.1.8 Explain the importance of using strategic alliances to maximize the value chain.

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Competency 43.2: Foster positive customer relations to enhance company image.
Descriptors:
43.2.1 Describe positive customer relations.
43.2.2 Demonstrate a customer service mindset.

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate an understanding of effective speaking strategies by selecting appropriate language and adjusting presentation techniques. (Communication: Oral and Visual D, 8-10)
Competency 43.3: Respond appropriately to customers.

Descriptors:
- 43.3.1 Reinforce service orientation through communication.
- 43.3.2 Respond to customer inquiries.

Correlated English Language Arts Academic Content Benchmarks

- *Use a variety of strategies to enhance listening comprehension.* (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)
- *Select and use effective speaking strategies for a variety of audiences, situations and purposes.* (Communication: Oral and Visual C, 11-12)

Competency 43.4: Resolve conflicts with and for customers to encourage repeat business.

Descriptors:
- 43.4.1 Handle difficult customers.
- 43.4.2 Handle customer complaints.

Correlated English Language Arts Academic Content Benchmarks

- *Use a variety of strategies to enhance listening comprehension.* (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)
- *Select and use effective speaking strategies for a variety of audiences, situations and purposes.* (Communication: Oral and Visual C, 11-12)
Competency 43.5: Deliver quality customer service.

Descriptors:

- 43.5.1 Communicate company policies to customers.
- 43.5.2 Comply with company policies.
- 43.5.3 Inform patients of the reasons for terminating patient services.
- 43.5.4 Inform patients about the possible consequences of noncompliance with the physician’s recommendations.
- 43.5.5 Inform patients about remuneration policies and procedures.
- 43.5.6 Facilitate customer service through maintaining key information systems.
- 43.5.7 Monitor follow-through on commitments made to customers.
- 43.5.8 Monitor follow-up on problems.

Correlated English Language Arts Academic Content Benchmarks

- Use appropriate self-monitoring strategies for comprehension. (Reading Process C, 8-10; Reading Process C, 11-12)
- Select and use effective speaking strategies for a variety of audiences, situations and purposes. (Communication: Oral and Visual C, 11-12)

Competency 43.6: Explain management’s role in customer relations.

Descriptors:

- 43.6.1 Describe management’s role in developing policies that will impact customer relations.
- 43.6.2 Explain types of policies that affect customer relations.
- 43.6.3 Discuss methods for collecting customer feedback.
- 43.6.4 Describe techniques and strategies for rewarding effective customer relationships.
Competency 43.7: Assess customer satisfaction with the medical practice.

43.7.1 Document patient satisfaction with medical services (e.g., follow-up survey).
43.7.2 Survey customers to determine satisfaction with operational improvements (e.g., change management effectiveness, dealing with patients’ concerns and complaints).

Correlated Mathematics Academic Content Benchmarks

- *Construct convincing arguments based on analysis of data and interpretation of graphs.* (Data Analysis and Probability F, 8-10)
- *Create and analyze tabular and graphical displays of data using appropriate tools, including spreadsheets and graphing calculators.* (Data Analysis and Probability A, 11-12)
- *Design and perform a statistical experiment, simulation or study; collect and interpret data; and use descriptive statistics to communicate and support predictions and conclusions.* (Data Analysis and Probability C, 11-12)
Unit 44: Business Law

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Competency 44.1: Examine the foundation of United States law.

Descriptors:
44.1.1 Explain why laws exist.
44.1.2 Describe the role of the U.S. Constitution in business law.
44.1.3 Describe the role of the Supreme Court.
44.1.4 Discuss the nature of law.
44.1.5 Describe the sources of law in the United States (e.g., the legislature, the executive, the judiciary and administrative agencies).

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)

Correlated Social Studies Academic Content Benchmarks

- Explain how the U.S. Constitution has evolved including its philosophical foundations, amendments and court interpretations. (Government B, 11-12)

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Competency 44.2: Explore laws in a global marketplace.

Descriptors:
44.2.1 Describe the sources of international law.
44.2.2 Describe import and export trade regulations.
44.2.3 Explain the impact of jurisdiction on legal rights

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)
Correlated Social Studies Academic Content Benchmarks

- Explain how voluntary worldwide trade, specialization and interdependence among countries affect standards of living and economic growth. (Economics C, 11-12)

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Competency 44.3: Adhere to laws and government regulations pertaining to the health care industry.

Descriptors:
44.3.1 Follow guidelines of *Health Insurance Portability and Accountability Act-1996* (HIPAA).
44.3.2 Describe HIPAA guidelines regarding breach of confidentiality.
44.3.3 Discuss consequences of violating HIPAA guidelines.
44.3.4 Discuss health care fraud and abuse.
44.3.5 Discuss how to avoid being involved in health care fraud and abuse.
44.3.6 Explain how to report fraud and abuse.

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)

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Competency 44.4: Adhere to medical office compliance rules and regulations.

Descriptors:
44.4.1 Maintain current copies of regulations as required by local, state or federal agencies (e.g., Occupational Safety and Health Administration [OSHA], Environmental Protection Agency [EPA]).
44.4.2 Maintain a file of current Materials Safety Data Sheets (MSDS) applicable to the specific office.
44.4.3 Develop an audit control system.
44.4.4 Develop a system for audit compliance.
44.4.5 Ensure compliance with regulatory agency and contract mandates (e.g., insurance, state, Health Plan Employer Date Information [HEDIS], National Committee for Quality Assurance [NCQA], Joint Commission on Accreditation Healthcare Organizations [JCAHO]).
Correlated English Language Arts Academic Content Benchmarks

- *Apply reading comprehension strategies to understand grade-appropriate texts.* (Reading Process A, 8-10; Reading Process A, 11-12)

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Competency 44.5: Describe how businesses use the litigation process.

Descriptors:
- 44.5.1 Determine how a business decides when to consult an attorney.
- 44.5.2 Describe the different stages of the litigation process.
- 44.5.3 Describe alternatives to litigation for settling disputes.

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Competency 44.6: Describe the functions of contracts.

Descriptors:
- 44.6.1 Identify the required elements for creating a contract.
- 44.6.2 Describe the requirements for a contract to be enforceable.
- 44.6.3 Identify ways a contract can be discharged.
- 44.6.4 Describe breach of contract.
- 44.6.5 Explain remedies for when a breach of contract occurs.
- 44.6.6 Discuss legal issues associated with electronic contracts and other online concerns.

Correlated English Language Arts Academic Content Benchmarks

- *Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing).* (Reading Process B, 8-10; Reading Process B, 11-12)
- *Evaluate how features and characteristics make information accessible and usable and how structures help authors achieve their purposes.* (Reading Applications: Informational, Technical and Persuasive Text A, 8-10)
Competency 44.7: Negotiate third-party contracts.
Descriptors:
44.7.1 Discuss types of third-party contracts used in the health care industry.
44.7.2 Explain the use of third-party contracts in medical offices.
44.7.3 Implement procedures for negotiating third-party contracts.

Competency 44.8: Explain the concept of torts
Descriptors:
44.8.1 Explain how a tort is different from a breach of contract or a crime.
44.8.2 Explain why knowledge of tort law is important in business (e.g., businesses harmed by wrongful conduct can sue to recover damages; businesses may be liable for damage done to others).
44.8.3 Classify torts as intentional, negligent or strict liability.

Correlated English Language Arts Academic Content Benchmarks
- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)

Competency 44.9: Describe sales and lease agreements.
Descriptors:
44.9.1 Discuss the formation of contracts for the sale and lease of goods.
44.9.2 Discuss laws that govern contracts for international sale of goods.
44.9.3 Describe title and risk of loss.
44.9.4 Identify types of warranties and how each may be excluded or modified.
Correlated English Language Arts Academic Content Benchmarks

- Evaluate how features and characteristics make information accessible and usable and how structures help authors achieve their purposes. (Reading Applications: Informational, Technical and Persuasive Text, 8-10)

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Competency 44.10: Explore the regulatory environment of U.S. businesses.

Descriptors:
44.10.1 Discuss the legal considerations of debtor-creditor relationships.
44.10.2 Explain the importance of regulatory agencies.
44.10.3 Discuss employment relationships.
44.10.4 Explain the role of equal opportunity employment.
44.10.5 Discuss the impact of environmental law on businesses.
44.10.6 Discuss types of workplace regulations (e.g., OSHA, ADA).

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)

Correlated Social Studies Academic Content Benchmarks

- Analyze the role of fiscal and regulatory policies in a mixed economy. (Economics D, 11-12)

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Competency 44.11: Describe consumers’ rights and responsibilities.

Descriptors:
44.11.1 List services provided by consumer protection agencies.
44.11.2 Identify laws that protect consumers.
44.11.3 Identify reasons for bankruptcy laws.
44.11.4 Describe different forms of bankruptcy.
Competency 44.12  Confer with patients about their rights and responsibilities.

Descriptors:
44.12.1 Discuss the rights of a medical care recipient as stated in the *Patient Bill of Rights*.
44.12.2 Discuss legal ownership of medical records.
44.12.3 Inform patients about advance directives (e.g., living wills, powers of attorney).
44.12.4 Inform patients about the meaning of informed consent.

Correlated English Language Arts Academic Content Benchmarks

- *Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing).* (Reading Process B, 8-10; Reading Process B, 11-12)
- *Demonstrate an understanding of effective speaking strategies by selecting appropriate language and adjusting presentation techniques.* (Communication: Oral and Visual D, 8-10)

Competency 44.13: Explain the impact of tax laws and regulations on businesses.

Descriptors:
44.13.1 Explain tax regulations affecting business.
44.13.2 Explain business’ tax reporting requirements.

Correlated Social Studies Academic Content Benchmarks

- *Analyze the role of fiscal and regulatory policies in a mixed economy.* (Economics D, 11-12)

Competency 44.14: Discuss property and the available means to protect it.

Descriptors:
44.14.1 Identify examples of real property and personal property.
44.14.2 Discuss bailment issues.
44.14.3 Describe the respective duties of landlords and tenants.
Unit 45: Risk Management

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Competency 45.1: Explain types of risk.

Descriptors:
45.1.1 Identify types of risks to a business or a project (i.e., political, regulatory, cultural, global, environmental, financial).
45.1.2 Explain how risk affects a business or project.
45.1.3 Discuss the relationship between a medical office’s scope of services and risk.
45.1.4 Explain common workplace security risks (e.g., theft, corporate espionage, vandalism, technology and violence).
45.1.5 Identify workplace incident and emergency response risks (e.g., natural disasters, safety threats).

Correlated English Language Arts Academic Content Benchmarks

- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)

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Competency 45.2: Discuss risk management.

Descriptors:
45.2.1 Explain the concept of risk management.
45.2.2 Explain ways businesses and managers can protect themselves from risk.
45.2.3 Describe the concept of insurance.
45.2.4 Describe ways that risk can be reduced through careful planning.
45.2.5 Explain risk management across the enterprise.
45.2.6 Explain the role of management in reducing risk.
45.2.7 Explain principles of a sound risk management program.
45.2.8 Explain supplier/customer credit risk management and its effect on supply chain partners.
Competency 45.3: Abide by risk management policies and procedures for technology.

Descriptors:
45.3.1 Adhere to security policies for technology (e.g., acceptable use policy, Web page policies).
45.3.2 Adhere to federal and state laws that apply to technological security including laws pertaining to computer crime, fraud and abuse.
45.3.3 Follow procedures used to restart and recover from computer problems (e.g., system failure, virus infection).
45.3.4 Follow policies regarding controls to prevent loss of data integrity and other information resources.

Correlated English Language Arts Academic Content Benchmarks

- Apply reading comprehension strategies to understand grade-appropriate texts. (Reading Process A, 8-10; Reading Process A, 11-12)

Competency 45.4: Determine potential business threats and opportunities to protect and foster a business’ financial well-being.

Descriptors:
45.4.1 Identify speculative business risks.
45.4.2 Identify types of threats that occur in the workplace.
45.4.3 Describe the importance of being prepared to deal with workplace threats.
45.4.4 Explain steps and measures to use to deal with workplace threats.
45.4.5 Develop procedures for dealing with workplace threats.

Correlated English Language Arts Academic Content Benchmarks

- Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)
Competency 45.5: Develop risk management policies.
Descriptors:
45.5.1 Identify potential security issues.
45.5.2 Align risk management techniques with risks.
45.5.3 Establish policies for protecting company information and intangibles.
45.5.4 Establish policies for maintaining a non-hostile work environment.
45.5.5 Establish policies and procedures for maintaining physical security of the work environment.

Correlated English Language Arts Academic Content Benchmarks

- Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)

Competency 45.6: Manage a medical practice’s risks.
Descriptors:
45.6.1 Determine legal liability for a medical practice and its employees (e.g., fraud and abuse, contracts).
45.6.2 Manage malpractice risks (e.g., incompetent or impaired physicians, unnecessary procedures, misconduct with a patient, medical errors, lack of training, poor documentation).
45.6.3 Identify risk management strategies for medical practice.
45.6.4 Monitor medical practice compliance (e.g., continuing education requirements, prevention of fraudulent medical practices, record falsification or alteration, inadequate training, patient abuse, lack of follow-up).
Competency 45.7: Transfer business risk.
Descriptors:
45.7.1 Evaluate appropriate levels of insurance for a business.
45.7.2 Obtain insurance coverage.

Correlated Mathematics Academic Content Benchmarks

- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)

Competency 45.8: Implement security policies and procedures.
Descriptors:
45.8.1 Identify security risks.
45.8.2 Explain routine security precautions.
45.8.3 Follow established security procedures and policies.
45.8.4 Protect company information and intangibles.

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)

Competency 45.9: Manage network security.
Descriptors:
45.9.1 Comply with HIPAA guidelines for protecting medical information.
45.9.2 Monitor network security practices.
45.9.3 Enforce confidentiality policies for the medical practice.
45.9.4 Secure accessibility to the network (e.g., terminated employees).
Correlated English Language Arts Academic Content Benchmarks

- Apply reading comprehension strategies to understand grade-appropriate texts. (Reading Process A, 8-10; Reading Process A, 11-12)

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Competency 45.10: Adhere to health and safety regulations.

Descriptors:
45.10.1 Describe health and safety regulations in business.
45.10.2 Identify internal noncompliance with business health and safety regulations.
45.10.3 Describe the role of OSHA in company safety.

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)

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Competency 45.11: Implement safety procedures.

Descriptors:
45.11.1 Follow instructions for using equipment, tools and machinery.
45.11.2 Follow safety precautions.
45.11.3 Maintain a safe work environment.
45.11.4 Explain procedures for handling accidents.
45.11.5 Handle and report emergency situations.
45.11.6 Ensure patient safety (e.g., minimize errors, legibility of handwriting, miscommunications).

Correlated English Language Arts Academic Content Benchmarks

- Use appropriate self-monitoring strategies for comprehension. (Reading Process C, 8-10; Reading Process C, 11-12)
- Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)
Competency 45.12: Protect workers from ergonomic injuries in the office setting.
Descriptors:
45.12.1 Ensure healthy ergonomic medical practices.
45.12.2 Avoid repetitive motion activities that might cause injury.
45.12.3 Maintain posture to prevent injuries in the medical office (e.g., sitting, chair-side assistance).
45.12.4 Lift and transport objects and materials in accordance with established safe medical practices.

Competency 45.13: Respond to medical emergencies.
Descriptors:
45.13.1 Recognize medical emergency situations.
45.13.2 Initiate triage procedures in the event of a medical emergency.
45.13.3 Provide first aid and cardiopulmonary resuscitation (CPR).
45.13.4 Seek the assistance of personnel appropriate to the given situation.
45.13.5 Locate emergency equipment (e.g., crash cart/kit, eyewash station).
45.13.6 Follow protocol for emergencies.
Unit 46: Communication Skills

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<td>46.1.3 Describe techniques for overcoming barriers to effective communication.</td>
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<th>Competency 46.2: Apply active listening skills.</th>
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<tr>
<td>Descriptors:</td>
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<tr>
<td>46.2.1 Explain communication techniques that support and encourage a speaker.</td>
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<td>46.2.2 Use paraphrasing strategies.</td>
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<td>46.2.3 Summarize another person’s key points.</td>
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<td>46.2.4 Probe to clarify the speaker’s thinking.</td>
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<td>46.2.5 Use body language to show interest in what a speaker is saying.</td>
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Correlated English Language Arts Academic Content Benchmarks

- *Use a variety of strategies to enhance listening comprehension.* (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)
- *Select and use effective speaking strategies for a variety of audiences, situations and purposes.* (Communication: Oral and Visual C, 11-12)
BIL: Essential

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Competency 46.3: Apply appropriate verbal skills in business situations.

Descriptors:
- 46.3.1 Explain characteristics of effective verbal communications.
- 46.3.2 Describe how nonverbal communication affects verbal messages.
- 46.3.3 Interpret others’ nonverbal cues.
- 46.3.4 Explain the importance of voice in communicating with others.
- 46.3.5 Identify situations in which employees need to address others in a businesslike manner.
- 46.3.6 Address people properly.
- 46.3.7 Participate in staff meetings.

Correlated English Language Arts Academic Content Benchmarks

- *Use a variety of strategies to enhance listening comprehension.* (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)
- *Analyze the techniques used by speakers and media to influence an audience, and evaluate the effect this has on the credibility of a speaker or media message.* (Communication: Oral and Visual B, 8-10)
- *Select and use effective speaking strategies for a variety of audiences, situations and purposes.* (Communication: Oral and Visual C, 11-12)

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Competency 46.4: Perform reception duties in a medical office.

Descriptors:
- 46.4.1 Register and dismiss visitors and patients.
- 46.4.2 Explain office procedures and protocol to patients.
- 46.4.3 Screen non-patient visitors.
- 46.4.4 Explain delays to patients and to persons accompanying patients.

Correlated English Language Arts Academic Content Benchmarks

- *Use a variety of strategies to enhance listening comprehension.* (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)
- *Select and use effective speaking strategies for a variety of audiences, situations and purposes.* (Communication: Oral and Visual C, 11-12)
BIL: Recommended

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Competency 46.5: Make oral presentations.
Descriptors:

46.5.1 Identify occasions when oral presentations are required.
46.5.2 Explain the importance of communication skills in oral presentations (e.g., speaking clearly, using correct grammar, using appropriate gestures with audience contact).
46.5.3 Describe characteristics of effective oral presentations.
46.5.4 Discuss the role of visual support in making oral presentations.
46.5.5 Demonstrate procedures for making oral presentations.
46.5.6 Use technology to enhance oral presentations.

Correlated English Language Arts Academic Content Benchmarks

- Use a variety of strategies to enhance listening comprehension. (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)
- Select and use effective speaking strategies for a variety of audiences, situations and purposes. (Communication: Oral and Visual C, 11-12)
- Give presentations using a variety of delivery methods, visual displays and technology. (Communication: Oral and Visual G, 8-10; Communication: Oral and Visual F, 11-12)

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Competency 46.6: Utilize effective written communication.
Descriptors:

46.6.1 Explain the importance of effective written communications.
46.6.2 Identify types of written communication used in business.
46.6.3 Identify characteristics of effective written communication (e.g., brevity, neatness, accuracy).
46.6.4 Select and utilize appropriate formats for professional writing.
46.6.5 Plan, edit and revise written work consistent with professional standards.
46.6.6 Write business letters.
46.6.7 Write informational messages.
46.6.8 Write inquiries.
46.6.9 Write persuasive messages.
46.6.10 Write executive summaries.
46.6.11 Prepare simple written reports.
46.6.12 Code medical documents accurately.
46.6.13 Prepare data for a referring physician.
46.6.14 Prepare complex written reports.
46.6.15 Write proposals.

**Correlated English Language Arts Academic Content Benchmarks**

- Use a variety of strategies to revise content, organization and style, and to improve word choice, sentence variety, clarity and consistency of writing. (Writing Processes C, 11-12)
- Apply editing strategies to eliminate slang and improve conventions. (Writing Processes D, 11-12)
- Produce letters (e.g., business, letters to the editor, job applications) that follow the conventional style appropriate to the text and that include appropriate details and exclude extraneous details and inconsistencies. (Writing Applications C, 8-10)
- Write a persuasive piece that states a clear position, includes relevant information and offers compelling evidence in the form of facts and details. (Writing Applications E, 8-10)
- Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)

**Correlated Mathematics Academic Content Benchmarks**

- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

**BIL: Essential**

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**Competency 46.7: Use proper grammar and vocabulary.**

**Descriptors:**

46.7.1 Use correct subject/verb agreement in sentences.
46.7.2 Use correct noun/pronoun agreement in sentences.
46.7.3 Use correct use of adverbs and adjectives in sentences.
46.7.4 Use correct word usage in sentences.
46.7.5 Explain the importance of a technical vocabulary.
46.7.6 Employ technical vocabulary and abbreviations effectively.
46.7.7 Explain the consequences of excessive use of jargon.
46.7.8 Explain the relationship of business success to proper grammar.
Correlated English Language Arts Academic Content Benchmarks

- *Demonstrate understanding of the grammatical conventions of the English language.*
  
  (Writing Conventions C, 8-10, Writing Conventions C, 11-12)

**Competency 46.8: Communicate using telecommunications tools.**

**Descriptors:**

46.8.1 Describe proper verbal skills needed for handling telephone calls.

46.8.2 Explain standard procedures for handling telephone calls in a businesslike manner (e.g., professionalism, consider inflection in voice, attitude conveyed).

46.8.3 Identify company policies regarding use of telecommunications tools (telephone, answering machine, voice mail, e-mail, teleconferencing system).

46.8.4 Operate telecommunications equipment in accordance with company policy.

46.8.5 Communicate via telephone, voice mail, e-mail, facsimile, teleconferencing system.

46.8.6 Keep up to date concerning new and emerging communications technologies.

46.8.7 Take complete and accurate telephone messages.

46.8.8 Deliver phone messages according to the criticality of the message.

46.8.9 Follow established telephone etiquette.

**Correlated English Language Arts Academic Content Benchmarks**

- *Use a variety of strategies to enhance listening comprehension.* (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)

  - Select and use effective speaking strategies for a variety of audiences, situations and purposes. (Communication: Oral and Visual C, 11-12)

**Competency 46.9: Perform telephone triage.**

**Descriptors:**

46.9.1 Establish the patient’s identity.

46.9.2 Query the patient to identify urgency of needs.

46.9.3 Recognize signs and indications of an emergency situation.

46.9.4 Document phone calls and action taken.

46.9.5 Initiate action appropriate for the given emergency.
Correlated English Language Arts Academic Content Benchmarks

- Apply editing strategies to eliminate slang and improve conventions. (Writing Processes D, 11-12)
- Use a variety of strategies to enhance listening comprehension. (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)
- Select and use effective speaking strategies for a variety of audiences, situations and purposes. (Communication: Oral and Visual C, 11-12)

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Competency 46.10: Manage the medical office’s phone system.
Descriptors:
- 46.10.1 Retrieve messages.
- 46.10.2 Record messages.
- 46.10.3 Transfer to a live operator.
- 46.10.4 Transfer phones to an answering service.
- 46.10.5 Follow procedures for rollover of calls.
- 46.10.6 Update the on-call schedule.

Correlated English Language Arts Academic Content Benchmarks

- Apply editing strategies to eliminate slang and improve conventions. (Writing Processes D, 11-12)
- Use a variety of strategies to enhance listening comprehension. (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)

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Competency 46.11: Read to acquire meaning from written material.
Descriptors:
- 46.11.1 Identify sources that provide relevant, valid written material.
- 46.11.2 Discriminate among types of information (e.g., essential, important, critical, nice to know).
- 46.11.3 Differentiate among fact, judgment and inference.
- 46.11.4 Utilize appropriate reading skills for information needs (e.g., skim, comprehend, analyze).
- 46.11.5 Extract relevant information from written materials (e.g., medical and insurance reference materials).

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46.11.6 Apply written directions to achieve tasks.
46.11.7 Analyze company resources to ascertain policies and procedures.

Correlated English Language Arts Academic Content Benchmarks

- Apply reading comprehension strategies to understand grade-appropriate texts. (Reading Process A, 8-10; Reading Process A, 11-12)
- Evaluate the usefulness and credibility of data and sources and synthesize information from multiple sources. (Research C, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

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Competency 46.12: Follow company guidelines when communicating in the business environment.

Descriptors:
46.12.1 Describe guidelines for communicating with other employees (e.g., protocol of communications, types of information transmitted via different channels of staff communications).
46.12.2 Explain ethical considerations in providing information.
46.12.3 Identify confidentiality issues in transmission of sensitive patient records (e.g., HIPPA) via written facsimile or Internet transfer of information.
46.12.4 Discuss the importance of following written and oral instructions in a medical office setting (e.g., referencing procedures, instructions common in health care professions).
46.12.5 Explain use of interdepartmental/company communication.
46.12.6 Follow directions.
46.12.7 Use appropriate manners in accordance with established protocols and company policies.

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)
Competency 46.13: Communicate effectively to provide information to staff.
Descriptors:
46.13.1 Give directions for completing job tasks.
46.13.2 Conduct meetings.
46.13.3 Report business research.
46.13.4 Share positive suggestions with management.

Correlated English Language Arts Academic Content Benchmarks

- Communicate findings, reporting on the substance and processes orally, visually and in writing or through multimedia. (Research E, 8-10; Research E, 11-12)
- Select and use effective speaking strategies for a variety of audiences, situations and purposes. (Communication: Oral and Visual C, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

Competency 46.14: Use communication skills to influence others.
Descriptors:
46.14.1 Persuade others.
46.14.2 Demonstrate negotiation skills.

Correlated English Language Arts Academic Content Benchmarks

- Give persuasive presentations that structure ideas and arguments in a logical fashion, clarify and defend positions with relevant evidence and anticipate and address the audience’s concerns. (Communication: Oral and Visual D, 11-12)
Unit 47: Emotional Intelligence

BIL: Essential

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Competency 47.1: Explain the concept of emotional intelligence.
Descriptors:
47.1.1 Describe self-understanding and self-assessment.
47.1.2 Explain the concept of self-esteem.
47.1.3 Assess personal strengths and weaknesses.

BIL: Recommended

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Competency 47.2: Explain the role of personality traits in the workplace.
Descriptors:
47.2.1 Identify desirable personality traits important to business.
47.2.2 Identify personality characteristics needed for success in a medical office setting.
47.2.3 Exhibit self-confidence.
47.2.4 Demonstrate interest and enthusiasm.
47.2.5 Demonstrate initiative.

BIL: Essential

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Competency 47.3: Manage emotional reactions to people and situations.
Descriptors:
47.3.1 Maintain a positive attitude.
47.3.2 Demonstrate self-control.
47.3.3 Explain the use of feedback for personal growth.
47.3.4 Adjust to change.
Competency 47.4: Identify with others’ feelings, needs and concerns.
Descriptors:
47.4.1 Respect the privacy of others.
47.4.2 Show empathy for others.
47.4.3 Develop cultural sensitivity.
47.4.4 Explain the impact of political relationships within an organization.
47.4.5 Provide emotional support for patients and their families.
47.4.6 Respond to the needs of patients on an individual basis.
47.4.7 Assist patients with special needs (e.g., physically challenged, hearing or visually impaired, language barriers, referrals).

Correlated English Language Arts Academic Content Benchmarks

- Use a variety of strategies to enhance listening comprehension. (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)
- Select and use effective speaking strategies for a variety of audiences, situations and purposes. (Communication: Oral and Visual C, 11-12)

Correlated Social Studies Academic Content Benchmarks

- Analyze how issues may be viewed differently by various cultural groups. (People in Societies A, 11-12)

Competency 47.5: Implement teamwork techniques to accomplish goals.
Descriptors:
47.5.1 Participate as a team member.
47.5.2 Describe effects of group dynamics on group decision making and consensus building.
47.5.3 Use consensus-building skills.
47.5.4 Encourage team building.
47.5.5 Identify motivation theories that impact management (e.g., Maslow, Herzberg).
47.5.6 Motivate team members.
Correlated English Language Arts Academic Content Benchmarks

- Use a variety of strategies to enhance listening comprehension. (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)
- Select and use effective speaking strategies for a variety of audiences, situations and purposes. (Communication: Oral and Visual C, 11-12)

Correlated Social Studies Academic Content Benchmarks

- Analyze how issues may be viewed differently by various cultural groups. (People in Societies A, 11-12)

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Competency 47.6: Manage internal and external business relationships.
Descriptors:
47.6.1 Treat others fairly at work.
47.6.2 Foster positive working relationships.
47.6.3 Participate in organization’s community outreach activities.
47.6.4 Mentor fellow workers.
47.6.5 Interact professionally with patients.

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Competency 47.7: Describe work ethic standards.
Descriptors:
47.7.1 Define work ethic.
47.7.2 Identify factors that influence one’s work ethic.
47.7.3 Differentiate between laws and ethics.
47.7.4 Describe how personal values are reflected in an employee’s work ethic.
47.7.5 Describe how interactions in the workplace affect an employee’s work ethic.
47.7.6 Describe how life changes affect personal work ethic.
47.7.7 Identify examples of unethical behavior at work.
47.7.8 Explain consequences of unprofessional and/or unethical behavior.
47.7.9 Explain the need for professional and ethical standards.
47.7.10 Explain responsibility of the individual to apply ethical standards.
47.7.11 Identify responsibility to clients/customers and employers.
47.7.12 Describe ways to demonstrate a basic work ethic.
Competency 47.8: Apply appropriate work ethic.

Descriptors:
47.8.1 Adhere to company and/or governmental policies, procedures, rules and regulations.
47.8.2 Exercise confidentiality.
47.8.3 Adhere to rules of conduct.
47.8.4 Accept constructive criticism.
47.8.5 Offer constructive criticism.
47.8.6 Exhibit pride in work.
47.8.7 Exhibit punctuality.
47.8.8 Demonstrate honesty and integrity.
47.8.9 Assume responsibility for decisions and actions.
47.8.10 Follow the chain of command.

Correlated English Language Arts Academic Content Benchmarks

- *Apply reading comprehension strategies to understand grade-appropriate texts.* (Reading Process A, 8-10; Reading Process A, 11-12)

Competency 47.9: Recognize personal biases and stereotypes.

Descriptors:
47.9.1 Identify situations in which discrimination exists.
47.9.2 Describe consequences of discrimination.
47.9.3 Explain how federal laws protect against discrimination.
47.9.4 Describe steps for identifying personal biases and stereotypes.
47.9.5 Explain why diversity is an asset to an organization.

Correlated English Language Arts Academic Content Benchmarks

- *Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing).* (Reading Process B, 8-10; Reading Process B, 11-12)

Correlated Social Studies Academic Content Benchmarks

- *Analyze how issues may be viewed differently by various cultural groups.* (People in Societies A, 11-12)
Competency 47.10: Apply time management principles.
Descriptors:
47.10.1 Describe time management concepts (e.g., stress, procrastination, free time, weekly master list, technology, prioritizing, delegating, to-do list).
47.10.2 Explain time management processes.
47.10.3 List benefits of time management.
47.10.4 Utilize current technology as a tool for time management.

Competency 47.11: Function as a self-managed employee.
Descriptors:
47.11.1 Propose projects.
47.11.2 Demonstrate organizational skills.
47.11.3 Make long-term and short-term plans.
47.11.4 Multi-task to achieve work goals.
47.11.5 Evaluate progress.
47.11.6 Report progress.

Correlated English Language Arts Academic Content Benchmarks
- Give informational presentations that contain a clear perspective; present ideas from multiple sources in logical sequence; and include a consistent organizational structure. (Communication: Oral and Visual E, 11-12)

Competency 47.12: Apply decision making techniques.
Descriptors:
47.12.1 Identify the decision to be made.
47.12.2 Identify appropriate alternatives and consequences.
47.12.3 Make the decision based on facts, legality, ethics, goals and culture.
47.12.4 Apply time factors.
47.12.5 Present the decision to be implemented.
47.12.6 Evaluate the decision.
47.12.7 Accept responsibility for the decision.

Correlated English Language Arts Academic Content Benchmarks

- *Give presentations using a variety of delivery methods, visual displays and technology.*
  (Communication: Oral and Visual G, 8-10; Communication: Oral and Visual F, 11-12)

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Competency 47.13: Apply problem solving techniques.

Descriptors:
47.13.1 Identify the problem.
47.13.2 Select appropriate problem solving tools and techniques.
47.13.3 Identify underlying causes of the problem.
47.13.4 Identify appropriate solutions and consequences (e.g., long-term, short-term, crisis).
47.13.5 Use resources to explore possible solutions to the problem.
47.13.6 Contrast the advantages and disadvantages of each solution.
47.13.7 Identify appropriate action.
47.13.8 Evaluate the results.
47.13.9 Identify post-preventive action.

Correlated English Language Arts Academic Content Benchmarks

- *Compile, organize and evaluate information, take notes and summarize findings.*
  (Research B, 11-12)

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Competency 47.14: Apply conflict resolution skills.

Descriptors:
47.14.1 Explain the effects of conflicts in the workplace (e.g., loss of morale, productivity).
47.14.2 Describe conflict resolution skills.
47.14.3 Describe the conflict cycle (e.g., how it begins, how it escalates).
47.14.4 Describe conflict management styles (e.g., avoidance).

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47.14.5 Describe negotiation.
47.14.6 Describe mediation.
47.14.7 Use conflict resolution skills.

**Correlated English Language Arts Academic Content Benchmarks**

- *Use multiple resources to enhance comprehension of vocabulary.* (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)
- *Use a variety of strategies to enhance listening comprehension.* (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)
- *Select and use effective speaking strategies for a variety of audiences, situations and purposes.* (Communication: Oral and Visual C, 11-12)

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**Competency 47.15: Manage stressful situations.**

**Descriptors:**

- 47.15.1 Discuss causes of employee stress.
- 47.15.2 Describe physical and emotional responses to stress.
- 47.15.3 Explain consequences of employee stress.
- 47.15.4 Identify strategies and/or methods for reducing and/or channeling stress.
- 47.15.5 Implement strategies to manage stress.

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**Competency 47.16: Achieve organizational goals.**

**Descriptors:**

- 47.16.1 Evaluate personal goals in relation to organizational goals.
- 47.16.2 Monitor progress by evaluating feedback.
- 47.16.3 List responsibilities in relation to organizational goals.
- 47.16.4 Accomplish assigned tasks.
- 47.16.5 Exercise responsibility in relation to organizational goals.
- 47.16.6 Set appropriate performance standards.
- 47.16.7 Communicate goals to supervisor and peers.
- 47.16.8 Exhibit knowledge of the organization’s products and/or services.
- 47.16.9 Describe how managers delegate authority and assign responsibility.
Competency 47.17: Explain the role of leadership in the workplace.
Descriptors:
47.17.1 Differentiate between leading and managing.
47.17.2 Discuss leadership styles.

Competency 47.18: Provide leadership for organizational change of the medical practice.
Descriptors:
47.18.1 Discuss the dynamics of the medical practice (e.g., politics, power, interactions, decision making and focus).
47.18.2 Lead and manage organizational change processes for medical practice improvement.
47.18.3 Identify change agents within the medical practice (e.g., environmental changes, planning, theories, motivators, resistance to change, continuous learning).
47.18.4 Develop and follow performance goals.

Competency 47.19: Describe cultural knowledge needed for business relations.
Descriptors:
47.19.1 Explain the usage of names, titles and ranks in different cultures and countries.
47.19.2 Identify cultural differences in food, dress and social behaviors throughout the world.
47.19.3 Identify major holidays of world cultures and their impact on doing business.
47.19.4 Identify appropriate use of gift giving in business relationships among world cultures.
47.19.5 Compare business protocol among cultures.
47.19.6 Identify cultural attitudes about time, silence, space, and body and eye contact in relation to successful business relationships.
47.19.7 Describe how a negotiation process may be affected by cultural differences.
Correlated English Language Arts Academic Content Benchmarks

- *Compile, organize and evaluate information, take notes and summarize findings.* (Research B, 11-12)

Correlated Social Studies Academic Content Benchmarks

- *Analyze how issues may be viewed differently by various cultural groups.* (People in Societies A, 11-12)
Unit 48: Professional Development

BIL: Essential

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Competency 48.1: Acquire self development skills.
Descriptors:
48.1.1 Maintain appropriate personal appearance.
48.1.2 Set personal goals.
48.1.3 Maintain personal health (e.g., physical and psychological).

BIL: Essential

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Competency 48.2: Participate in career planning.
Descriptors:
48.2.1 Assess personal interests and skills needed for success in business.
48.2.2 Analyze employer expectations in the business environment.
48.2.3 Identify sources of career information.
48.2.4 Identify a tentative occupational interest.
48.2.5 Explain employment opportunities in business.
48.2.6 Describe techniques for obtaining work experience (e.g., volunteer activities, internships).

Correlated English Language Arts Academic Content Benchmarks

- *Evaluate the usefulness and credibility of data and sources.* (Research B, 8-10)

BIL: Essential

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Competency 48.3: Explore career pathways in medical management and support.
Descriptors:
48.3.1 Identify career opportunities for graduates of medical management and support programs.
48.3.2 Compare and contrast career areas in the medical management and support field.
48.3.3 Explain the roles and responsibilities of individuals employed in medical management and support.
48.3.4 Identify situations that constitute the unauthorized practice of medicine.
Competency 48.4: Explore professional development opportunities

Descriptors:
48.4.1 Research continuing education courses or programs available to enhance skills, to remain current in the profession and for career advancement.
48.4.2 Describe certifications for business professionals.
48.4.3 Describe certifications available to personnel in medical management and support (e.g., Certified Medical Manager [CMM], Certified Medical Practice Executive [CMPE], Medical Group Management Association [MGMA], Certified Medical Office Management [MGMA], and Certified Health Compliance Officer [CHCO]).
48.4.4 Identify professional association opportunities and resources (e.g., education opportunities, networking, conferences, newsletters, publications).
48.4.5 Build internal and external mentor relationships.
48.4.6 Use Web sites for professional development.
48.4.7 Identify internal and external networking opportunities.
48.4.8 Interact with peer professionals.

Correlated English Language Arts Academic Content Benchmarks

- *Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing).* (Reading Process B, 8-10; Reading Process B, 11-12)
- *Compile, organize and evaluate information, take notes and summarize findings.* (Research B, 11-12)

Competency 48.5: Explore career advancement activities.

Descriptors:
48.5.1 Explain the need for ongoing education as a worker.
48.5.2 Explain possible advancement patterns for jobs.
48.5.3 Identify skills needed to enhance career progression.
Unit 49: Money and Personal Finance

BIL: Essential

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Competency 49.1: Describe the fundamental principles of money needed to make financial exchanges.

Descriptors:
49.1.1 Explain forms of financial exchange (cash, credit, debit, electronic funds transfer).
49.1.2 Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes).
49.1.3 Explain essential elements of a negotiable instrument.
49.1.4 Describe functions of money (medium of exchange, unit of measure, store of value).
49.1.5 Describe sources of income (wages/salaries, interest, rent, dividends, and transfer payments).
49.1.6 Explain the time value of money.
49.1.7 Explain the purposes for and importance of credit.
49.1.8 Explain legal responsibilities associated with financial exchanges.

Correlated English Language Arts Academic Content Benchmarks

- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)

BIL: Essential

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Competency 49.2: Analyze personal financial needs and goals

Descriptors:
49.2.1 Describe common financial needs (e.g., college, retirement, wills, insurance).
49.2.2 Set financial goals.
49.2.3 Develop a personal budget.
49.2.4 Describe differences among financial institutions.
Correlated Mathematics Academic Content Benchmarks

- **Estimate, compute and solve problems involving real numbers, including ratio, proportion and percent, and explain solutions.** (Number, Number Sense and Operations G, 8-10)
- **Write and solve real-world, multi-step problems involving money, elapsed time and temperature, and verify reasonableness of solutions.** (Measurement F, 8-10)
- **Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner.** (Mathematical Processes H, 8-10)

Correlated Social Studies Academic Content Benchmarks

- **Explain the use of a budget in making personal economic decisions and planning for the future.** (Economics E, 11-12)

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Competency 49.3: Manage personal finances.

Descriptors:
49.3.1 Describe tax liabilities.
49.3.2 Interpret a pay stub.
49.3.3 Maintain financial records.
49.3.4 Read and reconcile bank statements.
49.3.5 Demonstrate the wise use of credit.
49.3.6 Validate credit history.
49.3.7 Protect against identity theft.
49.3.8 Prepare personal income tax forms.

Correlated English Language Arts Academic Content Benchmarks

- **Apply reading comprehension strategies to understand grade-appropriate texts.** (Reading Process A, 8-10; Reading Process A, 11-12)
- **Use appropriate self-monitoring strategies for comprehension.** (Reading Process C, 8-10; Reading Process C, 11-12)
- **Evaluate how features and characteristics make information accessible and usable and how structures help authors achieve their purposes.** (Reading Applications: Informational, Technical and Persuasive Text A, 8-10)
Correlated Mathematics Academic Content Benchmarks

- *Estimate, compute and solve problems involving real numbers, including ratio, proportion and percent, and explain solutions.* (Number, Number Sense and Operations G, 8-10)
- *Write and solve real-world, multi-step problems involving money, elapsed time and temperature, and verify reasonableness of solutions.* (Measurement F, 8-10)

Correlated Social Studies Academic Content Benchmarks

- *Explain the use of a budget in making personal economic decisions and planning for the future.* (Economics E, 11-12)

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Competency 49.4: Identify investment strategies to ensure personal financial well-being.

Descriptors:
49.4.1 Explain types of investments.
49.4.2 Establish investment goals and objectives.

Correlated English Language Arts Academic Content Benchmarks

- *Use multiple resources to enhance comprehension of vocabulary.* (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)

Correlated Mathematics Academic Content Benchmarks

- *Estimate, compute and solve problems involving real numbers, including ratio, proportion and percent, and explain solutions.* (Number, Number Sense and Operations G, 8-10)

Correlated Social Studies Academic Content Benchmarks

- *Explain the use of a budget in making personal economic decisions and planning for the future.* (Economics E, 11-12)
Unit 50: Economics

**BIL: Recommended**

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**Competency 50.1: Explain fundamental economic concepts.**

Descriptors:

- 50.1.1 Distinguish between economic goods and services.
- 50.1.2 Explain the concept of economic resources.
- 50.1.3 Discuss the determination of income distribution, including poverty and discrimination.
- 50.1.4 Explain how economics is a social science that draws conclusions based on hypothesis, theories and data in order to understand human behavior.
- 50.1.5 Describe the concepts of economic scarcity, choice and economic activities.
- 50.1.6 Determine economic utilities created by business activities.
- 50.1.7 Discuss positive and normative economics.

**Correlated English Language Arts Academic Content Benchmarks**

- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)

**Correlated Social Studies Academic Content Benchmarks**

- Analyze how scarcity of productive resources affects supply, demand, inflation and economic choices. (Economics A, 11-12)

**BIL: Recommended**

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**Competency 50.2: Discuss the interactions of supply, demand and price.**

Descriptors:

- 50.2.1 Explain how scarce resources are allocated.
- 50.2.2 Describe how the markets for resources operate and how they determine wage rates, interest and rent.
- 50.2.3 Discuss the concepts of opportunity cost and the production possibility frontier.
- 50.2.4 Explain how consumers make choices.
- 50.2.5 Discuss the impact of elasticity on demand.
- 50.2.6 Describe the functions of prices in markets.
- 50.2.7 Explain the concept of equilibrium.
Correlated English Language Arts Academic Content Benchmarks

- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)
- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Use algebraic representations, such as tables, graphs, expressions, functions and inequalities, to model and solve problem situations. (Patterns, Functions and Algebra D, 8-10)
- Solve systems of linear equations involving two variables graphically and symbolically. (Patterns, Functions and Algebra H, 8-10)
- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)

Correlated Social Studies Academic Content Benchmarks

- Analyze how scarcity of productive resources affects supply, demand, inflation and economic choices. (Economics A, 11-12)

BIL: Recommended

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Competency 50.3: Describe business’ contribution to society.

Descriptors:
- 50.3.1 Explain the role of business in society.
- 50.3.2 Describe types of business activities.
- 50.3.3 Explain production theory.
- 50.3.4 Discuss the costs of production.

Correlated Social Studies Academic Content Benchmarks

- Identify factors which inhibit or spur economic growth and cause expansions or recessions. (Economics B, 11-12)
Competency 50.4:  Describe the legal structures under which businesses are organized.

Descriptors:
50.4.1 Describe the major types of business organization (e.g., sole proprietorship, limited liability company, general partnership).
50.4.2 Identify the legal implications for establishing each type of organization.
50.4.3 Differentiate among types of corporations (e.g., profit, nonprofit, domestic, international).
50.4.4 Describe the role and function of a corporation’s board of directors.
50.4.5 Differentiate among types of corporate expansion (e.g., mergers, consolidations, acquisitions).
50.4.6 Describe characteristics of a franchise and how it is formed.
50.4.7 Describe legal documents necessary to operate a business (e.g., by-laws, code of regulations).

Correlated English Language Arts Academic Content Benchmarks

- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)
- Analyze the features and structures of documents and critique them for their effectiveness. (Reading Applications: Informational, Technical and Persuasive Text A, 11-12)

Competency 50.5:  Differentiate among economic systems.

Descriptors:
50.5.1 Explain the types of economic systems.
50.5.2 Explain the concept of private enterprise.
50.5.3 Identify factors affecting a business’ profit.
50.5.4 Determine factors affecting business risk.
50.5.5 Explain the concept of competition.
50.5.6 Describe businesses’ market structures.
50.5.7 Explain firm behavior in competitive markets.
50.5.8 Discuss firm behavior in imperfect markets.
Correlated English Language Arts Academic Content Benchmarks

- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)

Correlated Social Studies Academic Content Benchmarks

- Compare how different economic systems answer the fundamental economic questions of what goods and services to produce, how to produce them, and who will consume them. (Economics A, 9-10)

BIL: Recommended

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Competency 50.6: Discuss the impact of government on business activities.

Descriptors:
50.6.1 Describe the relationship between government and business.
50.6.2 Describe the role of taxes.
50.6.3 Discuss monetary policy.
50.6.4 Discuss the supply and demand for money.
50.6.5 Explain the role of the Federal Reserve System.
50.6.6 Explain the concept of fiscal policies.
50.6.7 Discuss the development of aggregate demand and aggregate supply.
50.6.8 Describe the effects of fiscal and monetary policies.
50.6.9 Discuss the effects of the federal government’s budget deficit.
50.6.10 Explain the concept of long-run growth and policies that affect business growth.

Correlated Social Studies Academic Content Benchmarks

- Analyze the role of fiscal and regulatory policies in a mixed economy. (Economics D, 11-12)
Competency 50.7: Explain economic indicators used to measure economic trends and conditions.

Descriptors:
50.7.1 Explain measures used to analyze economic conditions, including the level of income, the level of employment, the unemployment rate, the natural rate of unemployment, the price level, the inflation rate, productivity and the rate of interest.
50.7.2 Describe the concept of price stability as an economic measure.
50.7.3 Explain the basics of macroeconomic instability theories.
50.7.4 Discuss the measure of consumer spending as an economic indicator.
50.7.5 Discuss the impact of a nation’s unemployment rates.
50.7.6 Describe the economic impact of inflation on business.
50.7.7 Explain unemployment and inflation trade-offs.
50.7.8 Explain the economic impact of interest rate fluctuations.
50.7.9 Determine the impact of business cycles on business activities.
50.7.10 Explain how monetary and fiscal policies can be used to regulate business cycles.

Correlated Mathematics Academic Content Benchmarks

- Connect statistical techniques to applications in workplace and consumer situations. (Data Analysis and Probability D, 11-12)
- Communicate mathematical ideas orally and in writing with a clear purpose and appropriate for a specific audience. (Mathematical Processes I, 11-12)

Correlated Social Studies Academic Content Benchmarks

- Identify factors which inhibit or spur economic growth and cause expansions or recessions. (Economics B, 11-12)

Competency 50.8: Discuss global trade’s impact on business decision making.

Descriptors:
50.8.1 Describe how to create comparative advantage.
50.8.2 Explain the determinants of global trade flows.
50.8.3 Describe the determinants of exchange rates and their effects on domestic economy.
50.8.4 Discuss the impact of cultural and social environments on world trade.
50.8.5 Describe ways that businesses can enter global markets.
50.8.6 Explain labor issues associated with global trade.
50.8.7 Describe the impact of regional trade organizations on global trade.
50.8.8 Evaluate the impact of world circumstances and events.
50.8.9 Evaluate influences on a nation’s ability to trade.

Correlated English Language Arts Academic Content Benchmarks

- Organize information from various resources and select appropriate sources to support central ideas, concepts and themes. (Research C, 8-10)

Correlated Mathematics Academic Content Benchmarks

- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)
- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

Correlated Social Studies Academic Content Benchmarks

- Explain how voluntary worldwide trade, specialization and interdependence among countries affect standards of living and economic growth. (Economics C, 11-12)

BIL: Recommended

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Competency 50.9: Discuss the impact of globalization.
Descriptors:
50.9.1 Discuss the impact of globalization on local, state, national and international economies.
50.9.2 Discuss the potential impact of emerging economies.
50.9.3 Discuss the impact of geography on global markets.
50.9.4 Explain relationships of major trade alliances.

Correlated English Language Arts Academic Content Benchmarks

- Organize information from various resources and select appropriate sources to support central ideas, concepts and themes. (Research C, 8-10)
Correlated Mathematics Academic Content Benchmarks

- *Construct convincing arguments based on analysis of data and interpretation of graphs.* (Data Analysis and Probability F, 8-10)
- *Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner.* (Mathematical Processes H, 8-10)

Correlated Social Studies Academic Content Benchmarks

- *Explain how voluntary worldwide trade, specialization and interdependence among countries affect standards of living and economic growth.* (Economics C, 11-12)
Unit 51: Accounting

**BIL:** Essential

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**Competency 51.1:** Acquire foundational knowledge of accounting’s role in a company.

**Descriptors:**
- 51.1.1 Explain the concept of accounting.
- 51.1.2 Describe the accounting cycle.
- 51.1.3 Discuss the role of ethics in accounting.
- 51.1.4 Explain the use of technology in accounting.
- 51.1.5 Explain legal considerations for accounting.
- 51.1.6 Explain the need for accounting standards (GAAP).

**Correlated Social Studies Academic Content Benchmarks**
- Critique data and information to determine the adequacy of support for conclusions.
  (Social Studies Skills and Methods B, 11-12)

**BIL:** Essential

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**Competency 51.2:** Discuss Generally Accepted Accounting Principles (GAAP).

**Descriptors:**
- 51.2.1 Explain the qualitative characteristics of accounting information (e.g., usefulness, timeliness, understandability, neutrality, relevance, reliability, consistency, comparability).
- 51.2.2 Describe the basic assumptions about accounting reports (e.g., separate economic entity, going concern, monetary unit, periodicity of income).
- 51.2.3 Explain the basic principles of accounting (e.g., historical cost basis, revenue recognition, matching, full disclosure).
- 51.2.4 Describe the need for cost-benefit analysis of compliance with accounting principles.

**Correlated English Language Arts Academic Content Benchmarks**
- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)
Competency 51.3: Describe accounting tools used to track money flow and to determine financial status.

Descriptors:
51.3.1 Describe cash flow statements.
51.3.2 Explain balance sheets.
51.3.3 Describe income statements.

Correlated English Language Arts Academic Content Benchmarks

- Evaluate how features and characteristics make information accessible and usable and how structures help authors achieve their purposes. (Reading Applications: Informational, Technical and Persuasive Text A, 8-10)

Competency 51.4: Apply the accounting equation.

Descriptors:
51.4.1 Describe the relationship between property and financial claims.
51.4.2 Explain the significance of equities as used in accounting.
51.4.3 Explain the significance of the accounting equation.
51.4.4 Discuss types of basic assets.
51.4.5 Explain types of liabilities.
51.4.6 Discuss the importance of owner’s equity.
51.4.7 Describe the relationship between assets and claims on assets.
51.4.8 Demonstrate the effects of transactions on the accounting equation.

Correlated Mathematics Academic Content Benchmarks

- Estimate, compute and solve problems involving real numbers, including ratio, proportion and percent, and explain solutions. (Number, Number Sense and Operations G, 8-10)
- Translate information from one representation (words, table, graph or equation) to another representation of a relation or function. (Patterns, Functions and Algebra C, 8-10)
- Use algebraic representations, such as tables, graphs, expressions, functions and inequalities, to model and solve problem situations. (Patterns, Functions and Algebra D, 8-10)
Competency 51.5: Analyze transactions and their effect on assets, liabilities and owner’s equity.

Descriptors:
51.5.1 Discuss the purpose for a ledger.
51.5.2 Prepare a chart of accounts.
51.5.3 Describe types of accounts.
51.5.4 Explain the purpose for double-entry accounting.
51.5.5 Describe the purpose for debits and credits in double-entry accounting.
51.5.6 Record business transactions.

Correlated Mathematics Academic Content Benchmarks

- Estimate, compute and solve problems involving real numbers, including ratio, proportion and percent, and explain solutions. (Number, Number Sense and Operations G, 8-10)
- Translate information from one representation (words, table, graph or equation) to another representation of a relation or function. (Patterns, Functions and Algebra C, 8-10)
- Use algebraic representations, such as tables, graphs, expressions, functions and inequalities, to model and solve problem situations. (Patterns, Functions and Algebra D, 8-10)
- Communicate mathematical ideas orally and in writing with a clear purpose and appropriate for a specific audience. (Mathematical Processes I, 11-12)

Competency 51.6: Analyze transactions impacting revenue, expenses and withdrawals.

Descriptors:
51.6.1 Describe how temporary account transactions affect owner’s equity.
51.6.2 Maintain revenue accounts.
51.6.3 Maintain expense accounts.
51.6.4 Maintain withdrawals accounts.
51.6.5 Analyze revenue, expense and withdrawals transactions.
51.6.6 Balance ledger accounts.

Medical Management and Support Pathway
Correlated Mathematics Academic Content Benchmarks

- **Estimate, compute and solve problems involving real numbers, including ratio, proportion and percent, and explain solutions.** (Number, Number Sense and Operations G, 8-10)
- **Translate information from one representation (words, table, graph or equation) to another representation of a relation or function.** (Patterns, Functions and Algebra C, 8-10)
- **Use algebraic representations, such as tables, graphs, expressions, functions and inequalities, to model and solve problem situations.** (Patterns, Functions and Algebra D, 8-10)
- **Communicate mathematical ideas orally and in writing with a clear purpose and appropriate for a specific audience.** (Mathematical Processes I, 11-12)

**BIL:** Essential (Managers)
Recommended (Support)

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**Competency 51.7:** Discuss types of accounting methods.

**Descriptors:**
- 51.7.1 Explain the advantages and disadvantages of the cash basis of accounting.
- 51.7.2 Discuss which businesses are most likely to use the cash method.
- 51.7.3 Describe the advantages and disadvantages of the accrual basis of accounting.
- 51.7.4 Discuss what businesses are required to use the accrual accounting method.
- 51.7.5 Explain how a business is affected by the accounting method used.

Correlated Mathematics Academic Content Benchmarks

- **Apply mathematical knowledge and skills routinely in other content areas and practical situations.** (Mathematical Processes B, 8-10)
BIL: Essential (Managers)
Recommended (Support)

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Competency 51.8: Perform specialized accounting functions.

Descriptors:
51.8.1 Create and maintain an accounts receivable subsidiary ledger.
51.8.2 Create and maintain an accounts payable subsidiary ledger.
51.8.3 Record transactions related to property ownership (e.g., acquisition, depreciation, sale, mortgage and lease obligations, principal and interest payments).
51.8.4 Account for investments and withdrawals by owners.
51.8.5 Determine inventory valuation (e.g., LIFO, FIFO, specific identification and weighted average).
51.8.6 Use accounting software to maintain accounting records.
51.8.7 Perform electronic billing.
51.8.8 Prepare financial reports.

Correlated English Language Arts Academic Content Benchmarks

- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)
- Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Estimate, compute and solve problems involving real numbers, including ratio, proportion and percent, and explain solutions. (Number, Number Sense and Operations G, 8-10)
- Translate information from one representation (words, table, graph or equation) to another representation of a relation or function. (Patterns, Functions and Algebra C, 8-10)
- Use algebraic representations, such as tables, graphs, expressions, functions and inequalities, to model and solve problem situations. (Patterns, Functions and Algebra D, 8-10)
- Create and analyze tabular and graphical displays of data using appropriate tools, including spreadsheets and graphing calculators. (Data Analysis and Probability A, 11-12)
Competency 51.9: Discuss health care insurance concepts.

Descriptors:

51.9.1 Explain the need for standardized patients terminology in insurance coding and processing.

51.9.2 Explain how to verify a client’s eligibility (e.g., claims submission process, insurance card information, eligible coverage, online verification systems).

51.9.3 Define new patient and established patient status.

51.9.4 Define terms encountered in health care claims processing (e.g., case manager, disability insurance, managed care, co-insurance payment, deductible, non-covered procedure, pre-certification, open panel or closed panel, co-pay).

51.9.5 Contrast out-of-network provider vs. in-network provider.

51.9.6 Explain difference between primary and secondary provider (e.g., coordination of benefits [COB]).

51.9.7 Describe Explanation of Benefits (EOB) form.

51.9.8 Describe patient billing and collection systems (e.g., patient billing records, billing procedures, month-end closing, electronic or manual claims processing, collection policies, collections correspondence, disputes, settlements, write-offs).

Correlated English Language Arts Academic Content Benchmarks

- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)
- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)

Competency 51.10: File insurance forms.

Descriptors:

51.10.1 Complete required procedures for private insurance carriers.

51.10.2 Apply office protocol for self-pay patients (e.g., uninsured, motor vehicle accident, vaccines for children [VFC], federal poverty guidelines).

51.10.3 Complete required procedures for government-insured patients (e.g., workers compensation, Medicare, Medicaid, welfare, insurance waivers, health care financial waivers).

51.10.4 Complete insurance forms using the coding of the International Classification of Diseases (ICD9) and Current Procedural Terminology (CPT) coding systems.

Medical Management and Support Pathway
Correlated English Language Arts Academic Content Benchmarks

- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)
- Apply reading comprehension strategies to understand grade-appropriate texts. (Reading Process A, 8-10; Reading Process A, 11-12)

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Competency 51.11: Process denied insurance claims.
Descriptors:
51.11.1 Identify reasons for non-payment of insurance claims.
51.11.2 Track and collect withholds.
51.11.3 Compare allowables to contracted rates.
51.11.4 Followup on denied insurance claims.
51.11.5 Identify appropriate denials.
51.11.6 File appeals.

Correlated English Language Arts Academic Content Benchmarks

- Apply reading comprehension strategies to understand grade-appropriate texts. (Reading Process A, 8-10; Reading Process A, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Apply mathematical knowledge and skills routinely in other content areas and practical situations. (Mathematical Processes B, 8-10)

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Competency 51.12: Process accepted insurance claims.
Descriptors:
51.12.1 Post payments.
51.12.2 Post adjustments.
51.12.3 Post write-off.
51.12.4 Post patient responsibility.
51.12.5 Initiate secondary insurance claim.
Correlated Mathematics Academic Content Benchmarks

- Apply mathematical knowledge and skills routinely in other content areas and practical situations. (Mathematical Processes B, 8-10)

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Competency 51.13: Maintain cash controls.

Descriptors:
51.13.1 Explain cash control procedures (e.g., signature cards, deposit slips, internal and external controls, cash clearing).
51.13.2 Prove cash.
51.13.3 Journalize and post entries to establish and replenish petty cash.
51.13.4 Write checks.
51.13.5 Process checks.
51.13.6 Journalize and post entries related to banking activities.
51.13.7 Explain the benefits of electronic funds transfer (EFT).
51.13.8 Prepare bank deposits.
51.13.9 Prepare purchase requisitions.
51.13.10 Prepare purchase orders.
51.13.11 Prepare sales slips.
51.13.12 Prepare invoices.
51.13.13 Verify invoices.
51.13.14 Handle delinquent bills.
51.13.15 Process credit card transactions.
51.13.16 Process refunds.

Correlated English Language Arts Academic Content Benchmarks

- Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Estimate, compute and solve problems involving real numbers, including ratio, proportion and percent, and explain solutions. (Number, Number Sense and Operations G, 8-10)
- Translate information from one representation (words, table, graph or equation) to another representation of a relation or function. (Patterns, Functions and Algebra C, 8-10)
- Communicate mathematical ideas orally and in writing with a clear purpose and appropriate for a specific audience. (Mathematical Processes I, 11-12)

Medical Management and Support Pathway
Unit 52: Financial Management

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Competency 52.1: Acquire foundational knowledge of finance to recognize its contribution to a business.

Descriptors:
52.1.1 Explain the role of finance in business.
52.1.2 Discuss the role of ethics in finance.
52.1.3 Explain legal considerations for finance.

BIL: Essential

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Competency 52.2: Discuss financial concepts as they relate to the medical field.

Descriptors:
52.2.1 Identify a medical office’s sources of revenues (e.g., medical reimbursement, clinical trials, ancillary services).
52.2.2 Discuss the impact of government, insurance and legal regulations on medical office finances (e.g., filing regulations between insurance and Medicare, Medicaid, HIPAA regulations, privacy and confidentiality issues, required pre-treatment permission, requirement for second opinion).

BIL: Essential

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Competency 52.3: Analyze fee schedules.

Descriptors:
52.3.1 Review current fee schedule models (e.g., case rates, contract reimbursement).
52.3.2 Establish a fee schedule for the physician.
52.3.3 Itemize factors affecting fee decisions (e.g., cost of equipment and supplies, time, technical assistance, outside consultants, office procedures).
52.3.4 Establish a patient fee discount for advance pay clients (e.g., prescribed orthodontic procedure paid in advance).
52.3.5 Conduct a periodic review of fees with the managing physician.
Correlated Mathematics Academic Content Benchmarks

- Estimate, compute and solve problems involving real numbers, including ratio, proportion and percent, and explain solutions. (Number, Number Sense and Operations G, 8-10)
- Translate information from one representation (words, table, graph or equation) to another representation of a relation or function. (Patterns, Functions and Algebra C, 8-10)
- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

BIL: Essential (Managers)  
Recommended (Support)

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Competency 52.4: Develop financial skills to obtain business credit and to control its use.

Descriptors:
52.4.1 Explain the purposes for and importance of obtaining business credit.
52.4.2 Analyze critical banking relationships.
52.4.3 Make critical decisions regarding acceptance of bank cards.
52.4.4 Determine financing needed for business operations.
52.4.5 Identify risks associated with obtaining business credit.
52.4.6 Explain sources of financial assistance.
52.4.7 Explain loan evaluation criteria used by lending institutions.
52.4.8 Complete a loan application package.

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Estimate, compute and solve problems involving real numbers, including ratio, proportion and percent, and explain solutions. (Number, Number Sense and Operations G, 8-10)
- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)
Competency 52.5: Maintain accounting and financial control systems for a medical office.

Descriptors:
52.5.1 Monitor the total office financial system.
52.5.2 Forecast financial expenditures, revenues, liability and capital budget needs.
52.5.3 Develop and analyze accounting system needs for the medical practice.
52.5.4 Interpret and communicate financial information to audiences (e.g., physicians, shareholders, staff) for their use in making decisions.
52.5.5 Monitor policies and procedures that direct the financial activities of the medical practice.
52.5.6 Design internal controls to safeguard the medical practice’s assets.
52.5.7 Maintain relationships with financial services providers.

Correlated Mathematics Academic Content Benchmarks
- Create and analyze tabular and graphical displays of data using appropriate tools, including spreadsheets and graphing calculators. (Data Analysis and Probability A, 11-12)
- Connect statistical techniques to applications in workplace and consumer situations. (Data Analysis and Probability D, 11-12)
- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

Competency 52.6: Describe the scope of financial information needed to accurately report and analyze a business’s financial position.

Descriptors:
52.6.1 Describe types of accounting systems (i.e., financial, tax, management and cost).
52.6.2 Discuss the contents of and purposes for a corporate annual report.

Correlated English Language Arts Academic Content Benchmarks
- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)
- Analyze the features and structures of documents and critique them for their effectiveness. (Reading Applications: Informational, Technical and Persuasive Text A, 11-12)
Correlated Mathematics Academic Content Benchmarks

- *Connect statistical techniques to applications in workplace and consumer situations.*
  (Data Analysis and Probability D, 11-12)

Correlated Social Studies Academic Content Benchmarks

- *Critique data and information to determine the adequacy of support for conclusions.*
  (Social Studies Skills and Methods B, 11-12)
Unit 53: Technology

BIL: Essential

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Competency 53.1: Assess the impact of technology on business activities.

Descriptors:
53.1.1 Identify ways that technology impacts business.
53.1.2 Explain the scope of data communications tools.
53.1.3 Explain the role of information systems in organizations.
53.1.4 Explain the importance of emerging technologies and their application’s to business.
53.1.5 Analyze the ethical, social and political impact of information systems.

BIL: Essential

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Competency 53.2: Utilize office equipment to accomplish job assignments.

Descriptors:
53.2.1 Operate a copier.
53.2.2 Operate a printer.
53.2.3 Operate a fax machine.
53.2.4 Operate a calculator.
53.2.5 Operate a postage meter.
53.2.6 Operate a scanner.

BIL: Essential

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Competency 53.3: Utilize computer operating systems to perform work functions.

Descriptors:
53.3.1 Discuss principles of computer systems.
53.3.2 Use basic operating systems.
53.3.3 Manage files and folders.
Competency 53.4: Manage the medical office’s computer system.

Descriptors:
53.4.1 Use technical software specific to medical setting.
53.4.2 Create/maintain computer dictionary that includes current medical vocabulary.
53.4.3 Print patient data (e.g., records, lab reports, charts, graphs).
53.4.4 Prepare and print a patient day sheet.
53.4.5 Access needed operating information using manufacturers’ manuals, software documentation and other reference materials.
53.4.6 Maintain procedure manuals with information and updates for hardware and software programs currently used in office.
53.4.7 Utilize software “help file”.

Correlated English Language Arts Academic Content Benchmarks

- Use appropriate self-monitoring strategies for comprehension. (Reading Process C, 8-10; Reading Process C, 11-12)

Competency 53.5: Use the Internet to access available resources.

Descriptors:
53.5.1 Explain the hierarchical structure of domain names.
53.5.2 Discuss the role of organizations in administering Internet activities.
53.5.3 Explain the role of internet service providers (ISPs).
53.5.4 Describe types of resources that can be accessed through the Internet (e.g., Web pages, USENET newsgroups, listservs, files and programs, e-mail).
53.5.5 Use bookmarks.
53.5.6 Organize bookmarks.
53.5.7 Use tools to navigate the Internet.
Competency 53.6: Perform basic Web search skills.

Descriptors:
53.6.1 Explain the importance of search engines in locating information.
53.6.2 Locate specified topics on the Web.
53.6.3 Access specified topics through links on a Web page.
53.6.4 Download and save information.

Correlated English Language Arts Academic Content Benchmarks

- Use appropriate self-monitoring strategies for comprehension. (Reading Process C, 8-10; Reading Process C, 11-12)

Competency 53.7: Demonstrate basic e-mail functions

Descriptors:
53.7.1 Explain the features (capabilities) of e-mail.
53.7.2 Discuss e-mail etiquette.
53.7.3 Write and send a professional e-mail message.
53.7.4 Reply to an e-mail message.
53.7.5 Forward an e-mail message.
53.7.6 Add a signature file.
53.7.7 Open attachments.
53.7.8 Save attachments to the computer’s hard drive.
53.7.9 Append attachments.
53.7.10 Label messages.
53.7.11 Add names to the address book.
53.7.12 Set up a distribution list.
53.7.13 Put message in the outbox.
53.7.14 Sort mail.
53.7.15 Search for messages.
53.7.16 Use e-mail shortcuts.
53.7.17 Use auto-responder.
53.7.18 Post a message on a listserv.
53.7.19 Create a new e-mail folder.
53.7.20 Store e-mail messages in folders.

Medical Management and Support Pathway
Correlated English Language Arts Academic Content Benchmarks

- **Apply editing strategies to eliminate slang and improve conventions.** (Writing Processes D, 11-12)
- **Produce letters (e.g., business, letters to the editor, job applications) that follow the conventional style appropriate to the text and that include appropriate details and exclude extraneous details and inconsistencies.** (Writing Applications C, 8-10)
- **Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly.** (Writing Applications C, 11-12)

**BIL: Recommended**

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**Competency 53.8: Demonstrate personal information management and productivity applications.**

**Descriptors:**

- 53.8.1 Describe the capabilities of personal information management and productivity applications.
- 53.8.2 Use the address book application.
- 53.8.3 Use the calculator.
- 53.8.4 Use the notes application.
- 53.8.5 Use the scheduler application.
- 53.8.6 Use the to-do application.
- 53.8.7 Use the global search application.

**BIL: Recommended**

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**Competency 53.9: Demonstrate basic word processing skills.**

**Descriptors:**

- 53.9.1 Identify capabilities of word processing software.
- 53.9.2 Enter and store text in a word processing application.
- 53.9.3 Search for and replace text in a document stored in a word processing application.
- 53.9.4 Retrieve, edit and print a document stored in a word processing application.
- 53.9.5 Cut and paste information from one text document into another in a word processing application.
- 53.9.6 Create a text document containing columns in a word processing application.
- 53.9.7 Insert and print a graph in a word processing document.
- 53.9.8 Utilize the page numbering feature.
Correlated English Language Arts Academic Content Benchmarks

- Apply editing strategies to eliminate slang and improve conventions. (Writing Processes D, 11-12)

**BIL: Recommended**

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**Competency 53.10: Use advanced word processing features.**
**Descriptors:**
53.10.1 Calculate values within a table.
53.10.2 Create a document using the borders feature.
53.10.3 Create, format, edit and delete a header and/or footer within a document.
53.10.4 Use merge functions.
53.10.5 Create styles for documents.
53.10.6 Use outlining features.
53.10.7 Generate an index.
53.10.8 Generate a table of contents automatically from marked section headings.
53.10.9 Number the lines in a document automatically.
53.10.10 Create footnotes and/or endnotes within a document.
53.10.11 Create and apply macros.

Correlated English Language Arts Academic Content Benchmarks

- Use style guides to produce oral and written reports that give proper credit for sources (e.g., words, ideas, images and information) and include an acceptable format for source acknowledgement. (Research D, 8-10; Research D, 11-12)

**BIL: Recommended**

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**Competency 53.11: Use presentation software.**
**Descriptors:**
53.11.1 Identify the capabilities of presentation software.
53.11.2 Describe the characteristics of effective presentation documents.
53.11.3 Enter and store text into a presentation document.
53.11.4 Import graphics into a presentation document.
53.11.5 Develop builds and transitions for screens and/or slides.
53.11.6 Retrieve and edit screens and/or slides.
53.11.7 Add/Delete screens and/or slides.
53.11.8 Create presentations that are compelling, professional and visually appealing.

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Medical Management and Support Pathway
Correlated English Language Arts Academic Content Benchmarks

- Prepare writing for publication that follows an appropriate format and uses a variety of techniques to enhance the final product. (Writing Processes F, 11-12)
- Give presentations using a variety of delivery methods, visual displays and technology. (Communication: Oral and Visual G, 8-10)

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Competency 53.12: Utilize basic databases.

Descriptors:
53.12.1 Identify the capabilities of database software.
53.12.2 Create a database structure.
53.12.3 Construct queries.
53.12.4 Enter and store data.
53.12.5 Retrieve and modify data.
53.12.6 Delete database records.
53.12.7 Sort data in a database, given predetermined criteria.
53.12.8 Output data into a report format.
53.12.9 Create a chart or graph using information in a database file.
53.12.10 Print labels from a database.
53.12.11 Print a database list and/or report.
53.12.12 Ensure data integrity.
53.12.13 Validate data.
53.12.14 Eliminate data redundancy (i.e., normalize data).

Correlated English Language Arts Academic Content Benchmarks

- Analyze the features and structures of documents and critique them for their effectiveness. (Reading Applications: Informational, Technical and Persuasive Text A, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Use algebraic representations, such as tables, graphs, expressions, functions and inequalities, to model and solve problem situations. (Patterns, Functions and Algebra D, 8-10)
- Create and analyze tabular and graphical displays of data using appropriate tools, including spreadsheets and graphing calculators. (Data Analysis and Probability A, 11-12)
• Apply reasoning processes and skills to construct logical verifications or counter-examples to test conjectures and to justify and defend algorithms and solutions.
(Mathematical Processes D, 8-10)

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Competency 53.13: Utilize basic spreadsheet software.
Descriptors:
53.13.1 Describe the components of a spreadsheet
53.13.2 Identify the capabilities of spreadsheet software
53.13.3 Format spreadsheets.
53.13.4 Use basic formulas.
53.13.5 Enter and store data in a spreadsheet file.
53.13.6 Retrieve, edit and print data from a spreadsheet.
53.13.7 Create charts and graphs using information in a spreadsheet.

Correlated Mathematics Academic Content Benchmarks
• Use algebraic representations, such as tables, graphs, expressions, functions and inequalities, to model and solve problem situations. (Patterns, Functions and Algebra D, 8-10)
• Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

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Competency 53.14: Use advanced spreadsheet functions to communicate information.
Descriptors:
53.14.1 Sort rows alphabetically or numerically.
53.14.2 Select items that match specified selection criteria.
53.14.3 Use desktop publishing features offered in the spreadsheet application.
53.14.4 Create macros with the spreadsheet application.
53.14.5 Utilize statistics functions in spreadsheets.
53.14.6 Link files and 3D sheets.

Correlated Mathematics Academic Content Benchmarks
• Use algebraic representations, such as tables, graphs, expressions, functions and inequalities, to model and solve problem situations. (Patterns, Functions and Algebra D, 8-10)
• Create and analyze tabular and graphical displays of data using appropriate tools, including spreadsheets and graphing calculators. (Data Analysis and Probability A, 11-12)

**BIL:** Recommended

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**Competency 53.15:** Apply the most appropriate applications (word processing, spreadsheet, database, presentation, collaborative groupware, Web) to record, analyze and present information.

**Descriptors:**

53.15.1 Identify available applications.
53.15.2 Determine what applications are needed for the task.
53.15.3 Use the appropriate applications.

**BIL:** Recommended

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**Competency 53.16:** Integrate business software applications.

**Descriptors:**

53.16.1 Describe situations in which integration of software applications would be beneficial.
53.16.2 Move and copy information between applications.
53.16.3 Embed information in applications.
53.16.4 Link objects between applications.

**BIL:** Essential

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**Competency 53.17:** Use EMR (Electronic Medical Record) software.

**Descriptors:**

53.17.1 Draft EMR documents in accordance with guidelines for individual office need and/or format (e.g., memo, letter, e-mail).
53.17.2 Manage data collection.
53.17.3 Process electronic patient consent forms.
53.17.4 Edit EMR documents that have been input through voice recognition.

**Correlated English Language Arts Academic Content Benchmarks**

• Edit to improve sentence fluency, grammar and usage. (Writing Processes D, 8-10)
• Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)

BIL: Recommended

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Competency 53.18: Demonstrate collaborative/groupware applications.

Descriptors:
53.18.1 Distinguish between collaborative/groupware applications and other software applications.
53.18.2 Describe motivations for using collaborative/groupware applications.
53.18.3 Identify the properties of collaborative/groupware applications.
53.18.4 Discuss problems associated with using collaborative/groupware applications.
53.18.5 Explain problems associated with using collaborative/groupware applications.
53.18.6 Use real time interaction with collaborative/groupware applications.
53.18.7 Use the presence awareness feature to identify participants.
53.18.8 Use instant messaging to converse in real time with participants.
53.18.9 Use Web conferences.
53.18.10 Conduct a whiteboarding session.
53.18.11 Use team spaces to centralize and share information.

Correlated English Language Arts Academic Content Benchmarks

• Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)
• Select and use effective speaking strategies for a variety of audiences, situations and purposes. (Communication: Oral and Visual C, 11-12)

BIL: Recommended

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Competency 53.19: Identify hardware and software system requirements that match business needs.

Descriptors:
53.19.1 Explain considerations in selecting hardware and software.
53.19.2 Discuss sources for hardware and software system requirement information.
53.19.3 Establish specifications for selecting hardware and software systems.
53.19.4 Determine the venture’s information technology needs.

BIL: Essential

Medical Management and Support Pathway
Competency 53.20: Select information systems needed for the medical practice.
Desciptors:
53.20.1 Identify vendors via trade shows or professional journals.
53.20.2 Assess the advantages and limitations of database systems available for use in the medical office.
53.20.3 Investigate costs, service available, references and other criteria for the total system.
53.20.4 Determine which information systems best suits the needs of the medical practice.
53.20.5 Plan for implementing information system integration into the medical practice.

Correlated Mathematics Academic Content Benchmarks
- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

BIL: Essential

Competency 53.21: Manage a database for an information system.
Desciptors:
53.21.1 Identify needs for a database (e.g., purchase or lease).
53.21.2 Secure database software.
53.21.3 Oversee database management and information systems.
Competency 53.22: Develop the skills and knowledge needed to obtain technical support services.

Descriptors:
53.22.1 Use a logical and structured approach to isolate and identify problem sources and to resolve problems.
53.22.2 Use resources for identifying and resolving problems (e.g., hardware, software, online).
53.22.3 Use technical language to communicate with support technicians.
53.22.4 Recognize the need to keep up to date technologically.

Correlated English Language Arts Academic Content Benchmarks

- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)
- Explain the influence of the English language on world literature, communications and popular culture. (Acquisition of Vocabulary C, 11-12)

BIL: Essential

Competency 53.23: Exhibit legal and ethical behaviors when using technologies.

Descriptors:
53.23.1 Adhere to the organization’s policies for technology use.
53.23.2 Describe the consequences of illegal and unethical use of technology.
53.23.3 Explain property, privacy, access and accuracy issues pertaining to technology.

Correlated Social Studies Academic Content Benchmarks

- Critique data and information to determine the adequacy of support for conclusions. (Social Studies Skills and Methods B, 11-12)
Unit 54: Information Management

BIL: Essential

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Competency 54.1: Apply information literacy skills to the workplace.
Descriptors:
54.1.1 Explain legal issues associated with the use of information.
54.1.2 Assess information needs.
54.1.3 Obtain needed information efficiently.
54.1.4 Evaluate the quality and the source of information.
54.1.5 Apply information to accomplish a task.
54.1.6 Store information for future use.

Correlated English Language Arts Academic Content Benchmarks

- *Use appropriate self-monitoring strategies for comprehension.* (Reading Process C, 8-10; Reading Process C, 11-12)
- *Evaluate the usefulness and credibility of data and sources and synthesize information from multiple sources.* (Research C, 11-12)

Correlated Social Studies Academic Content Benchmarks

- *Critique data and information to determine the adequacy of support for conclusions.* (Social Studies Skills and Methods B, 11-12)

BIL: Essential

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Competency 54.2: Acquire a foundational knowledge of information management to recognize its contribution to a business
Descriptors:
54.2.1 Discuss the purpose for information management.
54.2.2 Explain the role of ethics in information management.
54.2.3 Explain legal issues associated with information management.

Correlated English Language Arts Academic Content Benchmarks

- *Evaluate how features and characteristics make information accessible and usable and how structures help authors achieve their purposes.* (Reading Applications: Informational, Technical and Persuasive Text A, 8-10)

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Medical Management and Support Pathway
Competency 54.3:  Maintain business records.
Descriptors:
54.3.1 Describe common business records.
54.3.2 Maintain customer records.
54.3.3 Maintain inventory records.

Correlated English Language Arts Academic Content Benchmarks

- Evaluate how features and characteristics make information accessible and usable and how structures help authors achieve their purposes. (Reading Applications: Informational, Technical and Persuasive Text A, 8-10)

Correlated Mathematics Academic Content Benchmarks

- Create and analyze tabular and graphical displays of data using appropriate tools, including spreadsheets and graphing calculators. (Data Analysis and Probability A, 11-12)

Competency 54.4:  Create and process medical records.
Descriptors:
54.4.1 File information in accordance with office protocol.
54.4.2 Prepare patient records.
54.4.3 Discriminate between ethical and unethical disclosure of medical practice and client information.
54.4.4 Secure proper releases for medical records requests (e.g., family, attorneys).
54.4.5 Process incoming medical reports (e.g., transfer data, photocopy, and key information).
54.4.6 Process release forms securing required signatures.
54.4.7 Prepare patient billing information.

Correlated English Language Arts Academic Content Benchmarks

- Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)
Competency 54.5: Manage records.

Descriptors:
54.5.1 Prepare a filing system appropriate for the media and the documents being stored.
54.5.2 Prepare a retention system appropriate for the media and the documents being stored.
54.5.3 Identify the best method of records management (e.g., paper, electronic, geographic, chronological, and alphabetical).
54.5.4 Perform electronic and manual filing operations.
54.5.5 Retrieve files.
54.5.6 Archive information according to retention procedures.
54.5.7 Perform a periodic audit of records (e.g., retention, purge, security, storage method).

Competency 54.6: Manage a filing system for insurance records.

Descriptors:
54.6.1 Log and track claims for each patient.
54.6.2 Process patient/provider inquiries regarding insurance claims.
54.6.3 Maintain a file of insurance claim forms.
54.6.4 Purge dated insurance information.

Correlated English Language Arts Academic Content Benchmarks

- Use appropriate self-monitoring strategies for comprehension. (Reading Process C, 8-10; Reading Process C, 11-12)
Competency 54.7: Manage a scheduling and registration system.

Descriptors:
54.7.1 Describe types of scheduling used in medical offices (e.g., open access, typical format, wave method and strict appointment).
54.7.2 Explain stages of patient flow (e.g., scheduling of the appointment, interim work involved, checking in the patient, the patient encounter, checking out the patient and post-appointment processes).
54.7.3 Use electronic and/or manual scheduling systems.
54.7.4 Verify insurance coverage.
54.7.5 Identify the correct insurance classification.
54.7.6 Maintain a recall system.
54.7.7 Confirm appointments.
54.7.8 Facilitate appointments for patients referred to specialists.
54.7.9 Manage scheduling issues (e.g., patient flow, emergency calls, and appointment protocols).

Correlated English Language Arts Academic Content Benchmarks

- Use appropriate self-monitoring strategies for comprehension. (Reading Process C, 8-10; Reading Process C, 11-12)
- Select and use effective speaking strategies for a variety of audiences, situations and purposes. (Communication: Oral and Visual C, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Apply mathematical knowledge and skills routinely in other content areas and practical situations. (Mathematical Processes B, 8-10)
Correlated English Language Arts Academic Content Benchmarks

- Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)

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Competency 54.9: Acquire information to guide business decision making.

Descriptors:
54.9.1 Describe current business trends.
54.9.2 Monitor internal records for business information.
54.9.3 Conduct an environmental scan to obtain business information.
54.9.4 Utilize statistics functions in spreadsheets to analyze data to assist in decision making for solving business issues.

Correlated English Language Arts Academic Content Benchmarks

- Use appropriate self-monitoring strategies for comprehension. (Reading Process C, 8-10; Reading Process C, 11-12)
- Evaluate the usefulness and credibility of data and sources and synthesize information from multiple sources. (Research C, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)
- Create and analyze tabular and graphical displays of data using appropriate tools, including spreadsheets and graphing calculators. (Data Analysis and Probability A, 11-12)
- Use descriptive statistics to analyze and summarize data, including measures of center, dispersion, correlation and variability. (Data Analysis and Probability B, 11-12)
- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)
Correlated Social Studies Academic Content Benchmarks

- *Critique data and information to determine the adequacy of support for conclusions.*
  (Social Studies Skills and Methods B, 11-12)

**Data Mining**

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**Competency 54.10: Explain data mining.**

Descriptors:
- 54.10.1 Define data mining.
- 54.10.2 Identify the basic tools and techniques of data mining.
- 54.10.3 Explain the use of data mining in customer relationship management (CRM).
- 54.10.4 Identify and select key data needed to measure performance.

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**Competency 54.11: Apply ethical behaviors to data mining.**

Descriptors:
- 54.11.1 Define appropriate security measures for data mining.
- 54.11.2 Explain the limitations of data mining.
- 54.11.3 Define the use of permanent detail data for legal or ethical purposes.

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**Competency 54.12: Use basic data mining techniques to make management decisions.**

Descriptors:
- 54.12.1 Identify sources of management information accessible through data mining.
- 54.12.2 Select appropriate data to mine.
- 54.12.3 Analyze management data (e.g. promotion, site personalization, product mix).
Correlated English Language Arts Academic Content Benchmarks

• Evaluate the usefulness and credibility of data and sources and synthesize information from multiple sources. (Research C, 11-12)

Correlated Mathematics Academic Content Benchmarks

• Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)
• Use descriptive statistics to analyze and summarize data, including measures of center, dispersion, correlation and variability. (Data Analysis and Probability B, 11-12)

Correlated Social Studies Academic Content Benchmarks

• Critique data and information to determine the adequacy of support for conclusions. (Social Studies Skills and Methods B, 11-12)
Unit 55: Knowledge Management

BIL: Essential

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Competency 55.1: Explore knowledge management.
Descriptors:
55.1.1 Describe why knowledge is considered an important asset for organizations.
55.1.2 Distinguish between explicit and tacit knowledge.
55.1.3 Explain why the difference between explicit and tacit knowledge is an important distinction in knowledge management.
55.1.4 State reasons for implementing knowledge management.
55.1.5 Recognize barriers to knowledge management.
55.1.6 Examine the financial potential of knowledge management to the enterprise.
55.1.7 Describe the role of knowledge workers and their relationship to knowledge management.

BIL: Essential

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Competency 55.2: Discuss organizational culture and the role of knowledge management
Descriptors:
55.2.1 Determine how an organization acquires culture.
55.2.2 Explain culture as tacit knowledge.
55.2.3 Explain the importance of organizational culture and its role in implementing knowledge management.

BIL: Essential

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Competency 55.3: Determine factors that affect knowledge management implementation
Descriptors:
55.3.1 Identify cultural assumptions that derail a knowledge management approach.
55.3.2 Identify conditions that create favorable acceptance to knowledge management.
55.3.3 Create new values (rewards and recognitions) that support knowledge sharing.
Competency 55.4: Capture and transfer strategic knowledge.

Descriptors:

55.4.1 Identify factors that lead to loss of organizational knowledge.
55.4.2 Identify ways for preventing loss of knowledge.
55.4.3 Identify what knowledge is being lost in an organization.
55.4.4 Determine the consequences of knowledge loss.
55.4.5 Find solutions to knowledge loss.
55.4.6 Choose approaches in transferring strategic knowledge.
Unit 56: Operations Management

BIL: Recommended

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Competency 56.1: Explain production’s role and function in business.
Descriptors:
56.1.1 Explain the concept of production.
56.1.2 Describe production activities.
56.1.3 Describe the importance of production to an organization.
56.1.4 Discuss the importance of understanding the timeframe in which products are produced.
56.1.5 Identify inputs organizations use for production.
56.1.6 Distinguish between tangible and intangible outputs.
56.1.7 Describe goals of production activities.

BIL: Essential

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Competency 56.2: Perform shipping and mailing functions.
Descriptors:
56.2.1 Identify classes of mail and shipments.
56.2.2 Process incoming and outgoing mail.
56.2.3 Process packages for pickup or mailing.
56.2.4 Process packages coming into the office.
56.2.5 Identify shipping services (e.g., priority, insured, certified, registered and overnight).
56.2.6 Identify types of shipping and mailing services (United Parcel Service [UPS], U.S. Postal Service, private carriers).
56.2.7 Identify delivery requirements (e.g., package, domestic, international).
56.2.8 Select the delivery methods and services appropriate for needs.

Correlated English Language Arts Academic Content Benchmarks

- Use appropriate self-monitoring strategies for comprehension. (Reading Process C, 8-10; Reading Process C, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Apply mathematical knowledge and skills routinely in other content areas and practical situations. (Mathematical Processes B, 8-10)
Competency 56.3: Implement expense control strategies.

Descriptors:
- 56.3.1 Explain overhead and operating costs.
- 56.3.2 Explain the employee's role in expense control.
- 56.3.3 Control use of supplies.
- 56.3.4 Negotiate service and maintenance contracts.
- 56.3.5 Negotiate the lease or purchase of a facility.
- 56.3.6 Develop expense control plans.
- 56.3.7 Use budgets to control operations.

Correlated English Language Arts Academic Content Benchmarks

- Apply reading comprehension strategies to understand grade-appropriate texts. (Reading Process A, 8-10; Reading Process A, 11-12)
- Demonstrate an understanding of effective speaking strategies by selecting appropriate language and adjusting presentation techniques. (Communication: Oral and Visual D, 8-10)

Correlated Mathematics Academic Content Benchmarks

- Write and solve real-world, multi-step problems involving money, elapsed time and temperature, and verify reasonableness of solutions. (Measurement F, 8-10)
- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

Competency 56.4: Maintain property and equipment.

Descriptors:
- 56.4.1 Identify routine activities for maintaining business facilities and equipment.
- 56.4.2 Monitor the office and waiting area for neatness and safety.
- 56.4.3 Plan a maintenance program.
Competency 56.5: Open and close the medical office (e.g., front reception, business records).

Descriptors:
56.5.1 Identify considerations when opening and closing the medical office.
56.5.2 Follow procedures for opening and closing the medical office.

Correlated Mathematics Academic Content Benchmarks

- Apply mathematical knowledge and skills routinely in other content areas and practical situations. (Mathematical Processes B, 8-10)

Competency 56.6: Facilitate business operations.

Descriptors:
56.6.1 Utilize the organizational strategic plan to assess business operations needs
56.6.2 Identify strategies for implementing action plans for management initiatives
56.6.3 Identify business operations strategies consistent with organizational culture (e.g., awareness of personal dynamics, preferences, cultural barriers, physician buy-in, and practice of medicine vs. business of healthcare).

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)

Vendor/Supplier Relationships

Competency 56.7: Describe vendor/supplier relationships.

Descriptors:
56.7.1 Explain the importance of good vendor/supplier relationships.
56.7.2 Describe techniques for maintaining vendor/supplier relationships.
Competency 56.8: Conduct a vendor/supplier search.

Descriptors:
56.8.1 Identify ways of locating vendors/suppliers.
56.8.2 Explain use of technology in conducting vendor/supplier searches.
56.8.3 Describe procedures for conducting vendor/supplier searches.
56.8.4 Explain reasons for analyzing a vendor/supplier.
56.8.5 Identify potential vendors/suppliers (e.g., approved, preferred, partnered, certified, pre-qualified, certifiable and disqualified).

Purchasing

Competency 56.9: Purchase business supplies, equipment and services.

Descriptors:
56.9.1 Place orders and reorders.
56.9.2 Maintain an inventory of supplies.

Correlated English Language Arts Academic Content Benchmarks

• Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)

Correlated Mathematics Academic Content Benchmarks

• Write and solve real-world, multi-step problems involving money, elapsed time and temperature, and verify reasonableness of solutions. (Measurement F, 8-10)
• Create and analyze tabular and graphical displays of data using appropriate tools, including spreadsheets and graphing calculators. (Data Analysis and Probability A, 11-12)
Competency 56.10: Develop a system for materials procurement.

descriptors:
56.10.1 Discuss methods for materials procurement (e.g., individual, group and Internet purchasing; discounts; leasing).
56.10.2 Develop purchasing system.
56.10.3 Develop system to manage inventory (e.g., flow of goods, security, computerized in/out, historical data).

Correlated Mathematics Academic Content Benchmarks

- Create and analyze tabular and graphical displays of data using appropriate tools, including spreadsheets and graphing calculators. (Data Analysis and Probability A, 11-12)

Quality

Competency 56.11: Describe the crucial components of a quality culture.

descriptors:
56.11.1 Define quality.
56.11.2 Define continuous improvement of the quality process.
56.11.3 Explain reasons businesses focus on quality strategies.
56.11.4 Explain the importance of continuous improvement to business.
56.11.5 Explain strategies that can be implemented to assist in continuous improvement.

Correlated English Language Arts Academic Content Benchmarks

- Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)
- Select and use effective speaking strategies for a variety of audiences, situations and purposes. (Communication: Oral and Visual C, 11-12)
Competency 56.12: Manage quality achievement.
Descriptors:
56.12.1 Explain the importance of management’s commitment to quality achievement.
56.12.2 Describe tools that management can use to improve quality.
56.12.3 Determine the cost implications for quality attainment.
56.12.4 Develop a plan and/or program for achieving quality.
56.12.5 Develop and implement a process improvement program.
56.12.6 Develop a measurement system for reporting return on investment (ROI).
56.12.7 Manage quality health care services (e.g., patient satisfaction, quality assurance, Joint Commission on Accreditation of Healthcare Organizations [JCAHO], and Centers for Medicare and Medicaid Services [CMS] requirements).

Correlated Mathematics Academic Content Benchmarks

- Estimate, compute and solve problems involving real numbers, including ratio, proportion and percent, and explain solutions. (Number, Number Sense and Operations G, 8-10)
- Create and analyze tabular and graphical displays of data using appropriate tools, including spreadsheets and graphing calculators. (Data Analysis and Probability A, 11-12)
- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)
- Apply mathematical modeling to workplace and consumer situations, including problem formulation, identification of a mathematical model, interpretation of solution within the model, and validation to original problem situation. (Mathematical Processes J, 11-12)

Competency 56.13: Implement quality control processes.
Descriptors:
56.13.1 Explain factors impacting implementation of quality control measures.
56.13.2 Apply quality tools.
56.13.3 Establish efficient operating systems.
Competency 56.14: Facilitate the physician’s understanding of good business medical practices.

Descriptors:
56.14.1 Identify issues for providing quality care to patients (e.g., patient satisfaction, cost effectiveness, referrals).
56.14.2 Discuss organizational goals (e.g., conflicts with personal goals, alignment with organization’s vision and values).
56.14.3 Discuss the physician’s expectations (e.g., labor needs/shortages, sensitivity to staff needs, delegation to other providers).

Competency 56.15: Maintain quality assurances in the medical office.

Descriptors:
56.15.1 Prepare for on-site inspection.
56.15.2 Facilitate on-site visits.
56.15.3 Respond to recommendations resulting from on-site inspections.
Unit 57: Project Management

BIL: Essential

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Competency 57.1: Describe project management.
Descriptors:
57.1.1 Describe common project characteristics.
57.1.2 Describe the role of the project manager.
57.1.3 Describe the interpersonal skills that a successful project manager needs.
57.1.4 Summarize the reasons why an organization would use a project-based plan and for what purpose.
57.1.5 Define the roles of project stakeholders.
57.1.6 Define common project inputs and outputs.
57.1.7 Explain how a project team meets project requirements.
57.1.8 Describe a project management system.

Correlated English Language Arts Academic Content Benchmarks

- Use multiple resources to enhance comprehension of vocabulary. (Acquisition of Vocabulary F, 8-10; Acquisition of Vocabulary E, 11-12)

BIL: Recommended

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Competency 57.2: Employ standard project management processes.
Descriptors:
57.2.1 Identify the stages of project management processes (i.e., initiate, plan, execute, control, close).
57.2.2 Explain the interrelationships among the project management processes.
57.2.3 Explain selection decisions needed for project management processes.
57.2.4 Complete a project using standard project management processes.
Unit 58: Human Resources Management

BIL: Essential

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Competency 58.1: Describe human resources management’s functions and importance to an organization.

Descriptors:
58.1.1 Identify responsibilities of the human resources management unit.
58.1.2 Explain the role of ethics in human resources management.

BIL: Essential

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Competency 58.2: Implement organizational skills to facilitate the work efforts of others.

Descriptors:
58.2.1 Delegate work to others.
58.2.2 Schedule employees.
58.2.3 Assist employees with prioritizing work responsibilities.

BIL: Essential

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Competency 58.3: Coordinate efforts of cross-functional teams to achieve project and company goals.

Descriptors:
58.3.1 Manage collaborative efforts.
58.3.2 Move employees into and out of projects.
58.3.3 Harmonize tasks, projects and employees in the context of business priorities.

Correlated English Language Arts Academic Content Benchmarks

- *Use a variety of strategies to enhance listening comprehension.* (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)
- *Select and use effective speaking strategies for a variety of audiences, situations and purposes.* (Communication: Oral and Visual C, 11-12)
Competency 58.4: Hire new employees.

Descriptors:
58.4.1 Analyze staffing issues that impact hiring decisions.
58.4.2 Determine hiring needs.
58.4.3 Develop job descriptions.
58.4.4 Establish selection criteria for new hires.
58.4.5 Recruit new and existing employees.
58.4.6 Screen job applications and résumés.
58.4.7 Interview job applicants.
58.4.8 Select new and existing employees for job openings.
58.4.9 Make job offers.
58.4.10 Perform post-offer employment activities.

Correlated English Language Arts Academic Content Benchmarks

- Use appropriate self-monitoring strategies for comprehension. (Reading Process C, 8-10; Reading Process C, 11-12)
- Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)
- Use a variety of strategies to enhance listening comprehension. (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)
- Select and use effective speaking strategies for a variety of audiences, situations and purposes. (Communication: Oral and Visual C, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)
Competency 58.5: Perform employee retention activities.

Descriptors:

58.5.1 Orient new employees.
58.5.2 Design a training program.
58.5.3 Train new employees.
58.5.4 Identify and administer human resources development.
58.5.5 Coach employees.
58.5.6 Recognize and reward employees.
58.5.7 Supervise staff.
58.5.8 Ensure equitable opportunities for employees.
58.5.9 Develop an employee evaluation and appraisal system.
58.5.10 Assess employee performance.
58.5.11 Design a discipline protocol.
58.5.12 Discipline employees.
58.5.13 Implement dispute resolution policies and procedures.
58.5.14 Explain the roles of labor and management.
58.5.15 Discuss employee and labor relations issues.
58.5.16 Evaluate strategies for building cooperative employer-employee relationships.
58.5.17 Design an employee compensation and benefits package.
58.5.18 Facilitate retirement planning.

Correlated English Language Arts Academic Content Benchmarks

- Produce functional documents that report, organize and convey information and ideas accurately, foresee readers’ problems or misunderstandings and that include formatting techniques that are user friendly. (Writing Applications C, 11-12)
- Use a variety of strategies to enhance listening comprehension. (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)
- Select and use effective speaking strategies for a variety of audiences, situations and purposes. (Communication: Oral and Visual C, 11-12)

Correlated Mathematics Academic Content Benchmarks

- Estimate, compute and solve problems involving real numbers, including ratio, proportion and percent, and explain solutions. (Number, Number Sense and Operations G, 8-10)
- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)
- Use precise mathematical language and notations to represent problem situations and mathematical ideas. (Mathematical Processes F, 8-10)
BIL: Essential (Managers)

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**Competency 58.6: Conduct employee exiting functions.**

**Descriptors:**

58.6.1 Determine and follow procedures prior to dismissing or firing employees.
58.6.2 Determine the strategic importance of employee exit.
58.6.3 Adhere to employment-at-will regulations.
58.6.4 Release staff due to layoffs.
58.6.5 Terminate staff for cause.
58.6.6 Conduct employee exit activities.

**Correlated English Language Arts Academic Content Benchmarks**

- *Apply reading comprehension strategies to understand grade-appropriate texts.* (Reading Process A, 8-10; Reading Process A, 11-12)
- *Use a variety of strategies to enhance listening comprehension.* (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)
- *Select and use effective speaking strategies for a variety of audiences, situations and purposes.* (Communication: Oral and Visual C, 11-12)