Test Type: This Programs of Study assessment is a customized assessment for the MBAResearch and Curriculum Center. Programs of Study assessments measure technical skills at the occupational level and include items which gauge factual and theoretical knowledge. This assessment offers a written component and is intended for use at the secondary level. This assessment is delivered entirely through QuadNet™, NOCTI's online testing system.

Revision Team: This assessment was developed by MBAResearch and Curriculum Center, a not-for-profit 501(c)(3) organization operated by 30+ state education departments. Assessment content is based on standards validated by industry professionals throughout the U.S.

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This written assessment consists of questions to measure an individual’s factual theoretical knowledge.

**Administration Time:** 1 hour and 40 minutes  
**Number of Questions:** 100  
**Number of Sessions:** This assessment may be administered in one or two sessions.

### Areas Covered

- **Business Law**: 1%
- **Communication Skills**: 9%
- **Customer Relations**: 5%
- **Economics**: 12%
- **Emotional Intelligence**: 5%
- **Financial Analysis**: 22%
- **Human Resources Management**: 3%
- **Marketing-Information Management**: 1%
- **Knowledge Management**: 2%
- **Marketing**: 1%
- **Market Planning**: 1%
- **Information Management**: 4%
- **Operations**: 13%
- **Professional Development**: 12%
- **Project Management**: 2%
- **Quality Management**: 1%
- **Risk Management**: 1%
- **Strategic Management**: 5%
Specific Competencies and Skills Tested in this Assessment

Business Law
• Explain types of business ownership

Communication Skills
• Analyze company resources to ascertain policies and procedures
• Defend ideas objectively
• Handle telephone calls in a businesslike manner
• Organize information
• Edit and revise written work consistent with professional standards
• Write informational messages
• Prepare simple written reports
• Prepare complex written reports
• Choose and use appropriate channel for workplace communication

Customer Relations
• Reinforce service orientation through communication
• Adapt communication to the cultural and social differences among clients
• Handle difficult customers
• Identify company's brand promise
• Discuss the nature of customer relationship management

Economics
• Distinguish between economic goods and services
• Explain the concept of economic resources
• Describe the concepts of economics and economic activities
• Explain the principles of supply and demand
• Describe types of business activities
• Explain the organizational design of businesses
• Describe factors that affect the business environment

(Continued on the following page)
Specific Competencies and Skills (continued)

**Economics (continued)**
- Explain the concept of competition
- Describe the nature of taxes
- Explain the concept of productivity
- Explain the impact of the law of diminishing returns
- Describe the economic impact of inflation on business

**Emotional Intelligence**
- Take responsibility for decisions and actions
- Manage commitments in a timely manner
- Demonstrate negotiation skills
- Use consensus-building skills
- Explain the impact of political relationships within an organization

**Financial Analysis**
- Explain the nature of risk management
- Describe the need for financial information
- Explain the concept of accounting
- Discuss the role of ethics in accounting
- Explain the use of technology in accounting
- Explain legal considerations for accounting
- Describe the nature of cash flow statements
- Explain the nature of balance sheets
- Describe the nature of income statements
- Explain the purpose of internal accounting controls
- Discuss the role of ethics in finance
- Explain legal considerations for finance
- Describe the nature of budgets
- Describe the nature of cost/benefit analysis

(Continued on the following page)
Specific Competencies and Skills (continued)

Financial Analysis (continued)
• Determine relationships among total revenue, marginal revenue, output, and profit
• Develop company’s/department’s budget
• Forecast sales
• Calculate financial ratios
• Interpret financial statements
• Analyze cash-flow patterns
• Manage cash flow
• Calculate the time value of money

Human Resources Management
• Discuss the nature of human resources management
• Explain the role of ethics in human resources management
• Assist employees with prioritizing work responsibilities

Marketing-Information Management
• Display data in charts/graphs or in tables

Knowledge Management
• Explain the nature of knowledge management
• Explain the use of technology in knowledge management

Marketing
• Explain factors that influence customer/client/business buying behavior

Market Planning
• Explain the nature of sales forecasts

(Continued on the following page)
Specific Competencies and Skills (continued)

Information Management
- Explain legal issues associated with information management
- Describe the nature of business records
- Monitor internal records for business information
- Conduct an environmental scan to obtain business information

Operations
- Explain the nature of operations
- Coordinate work with that of team members
- Explain the nature of project management
- Develop project plan
- Maintain vendor/supplier relationships
- Describe types of purchase orders
- Discuss types of inventory
- Explain the concept of production
- Identify quality-control measures
- Explain the nature of overhead/operating costs
- Explain employee's role in expense control
- Conduct breakeven analysis
- Discuss the nature of business analysis

Professional Development
- Explain the need for innovation skills
- Demonstrate problem-solving skills
- Utilize job-search strategies
- Interview for a job
- Discuss cost accounting systems (e.g., job order costing, process costing, activity-based costing [ABC], project costing, etc.)
- Explain the role of managerial accounting techniques in business management

(Continued on the following page)
Specific Competencies and Skills (continued)

Professional Development (continued)
- Discuss the use of variance analysis in managerial accounting
- Describe the scope of costs in managerial accounting (e.g., direct cost, indirect cost, sunk cost, differential cost, etc.)
- Discuss the nature of balanced scorecards
- Explain possible advancement patterns for jobs
- Follow chain of command
- Determine the nature of organizational goals

Project Management
- Manage project team
- Close project

Quality Management
- Explain the nature of quality management

Risk Management
- Explain the role of ethics in risk management

Strategic Management
- Explain the concept of management
- Discuss managerial considerations in directing
- Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.)
- Describe the nature of managerial control (control process, types of control, what is controlled)
- Track performance of business plan
Sample Questions

Which of the following are examples of raw materials that a business might keep on hand for production:
   A. Wheat, fabric, and oil
   B. Oil, jewelry, and soap
   C. Fabric, wheat, and soap
   D. Oil, soap, and jewelry

Tristan and Laura disagree about how to allocate company resources. This is an example of a(n)
   A. proactive conflict.
   B. external conflict.
   C. labor dispute.
   D. dysfunctional dispute.

In what section of the business plan will Matthew provide detailed information about the types of cleaning services that his company offers?
   A. Company description
   B. Executive summary
   C. Products offered
   D. Management plan