Legal Management and Support Pathway
Legal Management and Support Pathway

Unit 20: Management

BIL: Essential

<table>
<thead>
<tr>
<th>EDU</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>R</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Competency 20.1: Describe business management.

Descriptors:
20.1.1 Explain the purpose of management in business organizations (e.g., leader, manager, organizer, spokesperson, problem solver).
20.1.2 Describe functions of management (e.g., planning, leading, organizing, delegating, controlling).
20.1.3 Identify management levels and their roles in the organization.
20.1.4 Discuss management theories.
20.1.5 Compare and contrast management styles.

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

<table>
<thead>
<tr>
<th>EDU</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>R</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Competency 20.2: Discuss the integration of management functions into an organization.

Descriptors:
20.2.1 Discuss the importance of vision, mission and goal setting within the context of the business environment.
20.2.2 Describe the role of the strategic planning process within an organization.
20.2.3 Explain how management uses resources in the organizing process to accomplish goals.
20.2.4 Discuss management skills necessary for leading/directing at various management levels.
20.2.5 Discuss importance of the evaluating/controlling function in the business environment.
20.2.6 Describe the impact that employment and social laws may have on leading and managing business.
Competency 20.3: Demonstrate management skills and responsibilities.

Descriptors:
20.3.1 Apply management functions that are needed to complete a given task.
20.3.2 Develop effective business goals (e.g., specific, measurable, achievable, realistic, time bound).
20.3.3 Develop an office policies and procedures 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 20.4: Develop change management programs.

Descriptors:
20.4.1 Describe factors/elements of change-management programs and activities.
20.4.2 Describe problems in change-management program execution.
20.4.3 Develop key performance indicators and measurements to use with change-management programs.

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

- Construct convincing arguments based on analysis of data and interpretation of graphs. (Data Analysis and Probability F, 8-10)
- 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)
Competency 20.5: Participate in strategic planning and policymaking.

Descriptors:
20.5.1 Collect information and feedback to help assess the organization’s strategic planning and policy-making processes.
20.5.2 Interpret information about an organization’s operations from internal sources to participate in strategic planning and policymaking.
20.5.3 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 policy making (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)
Competency 20.6: Establish benchmarks.

Descriptors:
20.6.1 Discuss performance measurements that can be used in benchmarking.
20.6.2 Collect information from key business and industry sources about their practices and developments.
20.6.3 Interpret information about industry practices and developments.
20.6.4 Establish relationships and alliances with key individuals and groups to share best practices.
20.6.5 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 20.7: Evaluate the results of business goals and objectives.

Descriptors:
20.7.1 Identify programs and processes for improving business results.
20.7.2 Discuss alternative actions to take when goals are not met for a specific reason (e.g., changing goals, changing strategies).
20.7.3 Select alternative that best matches the business need.
20.7.4 Effectively implement the new program or process.
20.7.5 Measure the effectiveness of 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 20.8: Analyze cost/profit relationships to guide business decision making.

Descriptors:
20.8.1 Explain the concept of productivity.
20.8.2 Analyze the effects of government expenditures and tax policies on productivity.
20.8.3 Analyze the impact of specialization/division of labor on productivity.
20.8.4 Explain the economic concepts of efficiency and equity.
20.8.5 Explain the concept of organized labor and business.
20.8.6 Explain the impact of the law of diminishing returns.
20.8.7 Describe the concept of economies of scale.
20.8.8 Describe cost/benefit analysis.
20.8.9 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)
- Analyze the role of fiscal and regulatory policies in a mixed economy. (Economics D, 11-12)
Unit 21: Entrepreneurship

BIL: Recommended

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>R</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 21.1: Employ entrepreneurial discovery strategies to generate feasible ideas for business ventures.

Descriptors:
21.1.1 Explain the need for entrepreneurial discovery strategies to generate feasible ideas for business ventures.
21.1.2 Discuss the entrepreneurial discovery processes.
21.1.3 Assess global trends and opportunities.
21.1.4 Identify opportunities for venture creation.
21.1.5 Assess opportunities for venture creation.
21.1.6 Describe idea-generation methods.
21.1.7 Generate venture ideas.
21.1.8 Determine the feasibility of ideas.

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 Studies Skills and Methods B, 11-12)

BIL: Recommended

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>R</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 21.2: Develop a concept for a new business venture to evaluate its success potential.

Descriptors:
21.2.1 Describe entrepreneurial planning considerations.
21.2.2 Explain tools used by entrepreneurs for venture planning.
21.2.3 Assess start-up requirements.
21.2.4 Assess risks associated with the venture.
21.2.5 Describe external resources useful to entrepreneurs during concept development.
21.2.6 Assess the need for using external resources for concept development.
21.2.7 Describe strategies for protecting intellectual property.
21.2.8 Identify business plan components.
21.2.9 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)

**BIL: Recommended**

<table>
<thead>
<tr>
<th></th>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>R</td>
<td></td>
<td>R</td>
</tr>
</tbody>
</table>

**Competency 21.3:** Determine needed resources for a new business venture to contribute to its startup viability.

**Descriptors:**

- 21.3.1 Distinguish between debt and equity financing for venture creation.
- 21.3.2 Describe processes used to acquire adequate financial resources for venture creation and startup.
- 21.3.3 Select sources of financing venture creation and startup.
21.3.4 Explain factors to consider in determining a venture’s human resources needs.
21.3.5 Explain considerations in deciding to hire staff.
21.3.6 Describe considerations in selecting capital resources.
21.3.7 Investigate capital resources needed for the venture.
21.3.8 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)

**BIL: Recommended**

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>R</td>
<td>R</td>
</tr>
</tbody>
</table>

**Competency 21.4: Investigate launch strategies.**

**Descriptors:**

21.4.1 Use external resources to supplement entrepreneur’s expertise.
21.4.2 Explain the complexity of business operations.
21.4.3 Evaluate risk-taking opportunities.
21.4.4 Explain the need for business systems and procedures.
21.4.5 Describe interrelationships of organizational models (e.g., line, line and staff, functional).
21.4.6 Describe line versus staff departments and the authority relationship between them.
21.4.7 Describe the use of operating procedures.
21.4.8 Explain methods and/or processes for organizing work flow.
21.4.9 Develop product and/or service.
21.4.10 Use creative problem solving in business activities and decisions.
21.4.11 Explain the impact of resource productivity on venture success.
21.4.12 Create processes for ongoing opportunity recognition.
21.4.13 Develop a plan for investing resources into improving current products or creating new ones.

Legal Management and Support Pathway
Adapt to changes in the 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)

BIL: Recommended

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>R</td>
<td>AD</td>
</tr>
</tbody>
</table>

Competency 21.5: Select harvesting strategies to identify the entrepreneur’s role in the business venture.

Descriptors:
21.5.1 Explain the need for continuation planning.
21.5.2 Describe methods of venture harvesting.
21.5.3 Evaluate options for continued venture involvement.
21.5.4 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 22: Marketing

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Competency 22.1: Describe marketing’s role and function in business

Descriptors:
22.1.1 Explain marketing and its importance in a global economy.
22.1.2 Discuss the marketing concept.
22.1.3 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)

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Competency 22.2: Acquire foundational knowledge of customer, client and business behavior to understand what motivates their decision making.

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

Correlated Social Studies Academic Content Benchmarks

- Work in groups to analyze an issue and make decisions. (Social Studies Skills and Methods D, 11-12)

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Competency 22.3: Explain the company’s unique selling proposition to recognize what sets the company apart from its competitors

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

Legal Management and Support Pathway
BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Competency 22.4: Reinforce the company’s image to exhibit the company’s brand promise.

Descriptors:
22.4.1 Discuss the relationship between employee performance and company image.
22.4.2 Identify the company’s brand promise.
22.4.3 Determine ways of delivering the company’s brand promise through employee performance.

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>I</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Competency 22.5: Design a legal practice’s marketing plan.

Descriptors:
22.5.1 Examine local marketing data (e.g., census data, local economics, business coalitions, competition).
22.5.2 Identify a target market.
22.5.3 Examine supply and demand for legal services in the local area.
22.5.4 Conduct a comparative fee analysis.
22.5.5 Determine which promotional concepts are acceptable and within budget.
22.5.6 Create a marketing plan for the legal 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)

**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 (Managers)**

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>I</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

**Competency 22.6: Promote the legal practice.**

**Descriptors:**

22.6.1 Discuss the relationship between the legal practice’s image and its choice and use of promotional materials.

22.6.2 Determine cost of promotional materials.

22.6.3 Create promotional materials that reinforce the legal practice’s image.

22.6.4 Participate in client development initiatives.

**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 22.7: Implement the legal practice’s public relations plan

Descriptors:
22.7.1 Investigate community focus and collaboration efforts (e.g., targeted messages, sensitivity to cultural issues, community involvement, volunteer involvement).
22.7.2 Use public relations methods (e.g., speakers’ bureau, news articles, Web site presentations, service brochures).
22.7.3 Obtain publicity in the media (e.g., press releases, public service announcements).
22.7.4 Coordinate and facilitate social functions.
22.7.5 Develop a plan for communicating damage control to audiences (e.g., public relations, staff, clients).

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

Competency 22.8: Assess the marketing plan’s effectiveness.

Descriptors:
22.8.1 Assess the marketing plan’s validity.
22.8.2 Apply metrics to assess the marketing plan’s effectiveness.
22.8.3 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 23: Customer Relationship Management

BIL: Essential (Managers)

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>I</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Competency 23.1: Explain basic customer relationship management (CRM) concepts. Descriptors:

23.1.1 Explain the concept of a customer relationship focus and its importance to an organization.
23.1.2 Describe methods that can be used to determine what customers want.
23.1.3 Explain the role of quality, warranties and guarantees in customer satisfaction.
23.1.4 Explain the role of Web site usability in customer satisfaction.
23.1.5 Describe the relationship between customer satisfaction, loyalty and value.
23.1.6 Explain the relationship between service and sales.
23.1.7 Describe the concept of a value chain.
23.1.8 Explain the importance of using strategic alliances to maximize the value chain.

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 23.2: Foster positive customer relations to enhance company image. Descriptors:

23.2.1 Describe positive customer relations.
23.2.2 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)

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 23.3: Respond appropriately to customers. Descriptors:

23.3.1 Reinforce service orientation through communication.
23.3.2 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)

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 23.4: Resolve conflicts with and for customers to encourage repeat business.

Descriptors:
23.4.1 Handle difficult customers.
23.4.2 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)

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>I</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Competency 23.5: Deliver quality customer service.

Descriptors:
23.5.1 Communicate company policies to customers.
23.5.2 Facilitate customer service through maintaining key information systems.
23.5.3 Monitor follow-through on commitments made to customers.
23.5.4 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 23.6: Explain management’s role in customer relations.

Descriptors:

23.6.1 Describe management’s role in developing policies that will impact customer relations.
23.6.2 Explain types of policies that affect customer relations.
23.6.3 Discuss methods for collecting customer feedback.
23.6.4 Describe techniques and strategies for rewarding effective customer relationships.
Unit 24: Business Law

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>P</td>
<td>R</td>
</tr>
</tbody>
</table>

Competency 24.1: Examine the foundation of United States’ law.
Descriptors:

24.1.1 Explain why laws exist.
24.1.2 Describe the role of the U.S. Constitution in business law.
24.1.3 Describe the role of the Supreme Court.
24.1.4 Discuss the nature of law.
24.1.5 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)

BIL: Recommended

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td></td>
<td>R</td>
</tr>
</tbody>
</table>

Competency 24.2: Explore laws in a global marketplace.
Descriptors:

24.2.1 Describe the sources of international law.
24.2.2 Describe import and export trade regulations.
24.2.3 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)

<table>
<thead>
<tr>
<th>BIL: Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU:</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Competency 24.3: Describe how businesses use the litigation process.
Descriptors:
24.3.1 Determine how a business decides when to consult an attorney.
24.3.2 Describe the different stages of the litigation process and how these stages affect the business.
24.3.3 Describe alternatives to litigation for settling disputes.

<table>
<thead>
<tr>
<th>BIL: Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU:</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Competency 24.4: Describe the functions of contracts.
Descriptors:
24.4.1 Identify the required elements for creating a contract.
24.4.2 Differentiate among types of contracts (e.g., oral, written, implied; transferable, nontransferable).
24.4.3 Describe the requirements for a contract to be enforceable.
24.4.4 Discuss the obligations and rights of parties in a contract.
24.4.5 Identify ways a contract can be discharged.
24.4.6 Describe breach of contract.
24.4.7 Explain remedies for when a breach of contract occurs.
24.4.8 Discuss the 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)

Legal Management and Support Pathway
Competency 24.5:  Explain the concept of torts.
Descriptors:
24.5.1  Explain how a tort is different from a breach of contract or a crime.
24.5.2  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).
24.5.3  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 24.6:  Describe sales and lease agreements.
Descriptors:
24.6.1  Discuss the formation of contracts for the sale and lease of goods.
24.6.2  Discuss laws that govern contracts for international sale of goods.
24.6.3  Describe title and risk of loss.
24.6.4  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 A, 8-10)

Competency 24.7:  Explore the regulatory environment of U.S. businesses.
Descriptors:
24.7.1  Discuss the legal considerations of debtor-creditor relationships.
24.7.2  Explain the importance of regulatory agencies.
24.7.3  Identify regulatory agencies.

124
Legal Management and Support Pathway
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)

BIL: Recommended

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>I</td>
<td>P</td>
</tr>
</tbody>
</table>

Competency 24.8: Describe consumers’ rights and responsibilities.

Descriptors:
- 24.8.1 List services provided by consumer protection agencies.
- 24.8.2 Identify laws that protect consumers.
- 24.8.3 Identify reasons for bankruptcy laws.
- 24.8.4 Describe different forms of bankruptcy.
- 24.8.5 Explain bankruptcy proceedings.

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>I</td>
<td>P</td>
</tr>
</tbody>
</table>

Competency 24.9: Describe tax laws.

Descriptors:
- 24.9.1 Identify tax laws (e.g., Social Security, Internal Revenue Service [IRS], state income, capital gains).
- 24.9.2 Explain penalties for noncompliance with tax laws.

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 24.10: Explain the impact of tax laws and regulations on businesses.  
Descriptors:  
24.10.1 Explain tax regulations affecting business.  
24.10.2 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)  
- Obtain and evaluate information from public records and other resources related to a public policy issue. (Social Studies Skills and Methods A, 11-12)

Competency 24.11: Describe employment law.  
Descriptors:  
24.11.1 Describe the rights and responsibilities of parties to an employment contract.  
24.11.2 Identify laws dealing with employment.  
24.11.3 Identify legal rights of employees.  
24.11.4 Discuss types of workplace regulations (e.g., OSHA, ADA).  
24.11.5 Discuss employment relationships.  
24.11.6 Explain the role of equal opportunity employment.  
24.11.7 Describe the role of unions in business.  
24.11.8 Explain retirement plans.  
24.11.9 Describe pension and profit sharing laws.  

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  
- Obtain and evaluate information from public records and other resources related to a public policy issue. (Social Studies Skills and Methods A, 11-12)  

Legal Management and Support Pathway
Competency 24.12: Describe environmental law.

Descriptors:

24.12.1 Identify environmental agencies and regulations.
24.12.2 Identify applicable reference materials (e.g., Environmental Protection Agency [EPA] guidelines, Occupational Safety and Health Administration [OSHA] references).
24.12.3 Explain procedures for reporting violations to the appropriate agency.
24.12.4 Discuss the impact of environmental law on businesses.

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)
- Obtain and evaluate information from public records and other resources related to a public policy issue. (Social Studies Skills and Methods A, 11-12)

Competency 24.13: Describe real estate law.

Descriptors:

24.13.1 Distinguish between real and personal property.
24.13.2 Describe legal documents relating to residential transactions.
24.13.3 Describe the respective duties of landlords and tenants.
24.13.4 Explain a residential real estate settlement procedure.
24.13.5 Describe title insurance and financing documents.
24.13.6 Identify documents relating to the sale of commercial property.
24.13.7 Explain a commercial real estate settlement.
24.13.8 Explain real estate closing process.
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)
Unit 25: Risk Management

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>P</td>
<td>R</td>
</tr>
</tbody>
</table>

Competency 25.1: Explain types of risk
Descriptors:
25.1.1 Identify types of risks to a business or a project (i.e., political, regulatory, cultural, global, environmental, financial).
25.1.2 Explain how risk affects a business or project.
25.1.3 Explain common workplace security risks (e.g., theft, corporate espionage, vandalism, technology, violence).
25.1.4 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)

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>I</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Competency 25.2: Discuss risk management.
Descriptors:
25.2.1 Explain the concept of risk management.
25.2.2 Explain ways businesses and managers can protect themselves from risk.
25.2.3 Describe the concept of insurance.
25.2.4 Describe ways that risk can be reduced through careful planning.
25.2.5 Explain risk management across the enterprise.
25.2.6 Explain the role of management in reducing risk.
25.2.7 Explain principles of a sound risk management program.
25.2.8 Explain supplier/customer credit risk management and its effect on supply chain partners.
Competency 25.3: Abide by risk management policies and procedures for technology

Descriptors:

25.3.1 Adhere to security policies for technology (e.g., acceptable use policy, Web page policies).
25.3.2 Apply ergonomic techniques to technology tasks.
25.3.3 Adhere to federal and state laws that apply to technological security, including laws pertaining to computer crime, fraud and abuse.
25.3.4 Follow procedures used to restart and recover from computer problems (e.g., system failure, virus infection).
25.3.5 Follow policies regarding controls for preventing 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 25.4: Determine potential business threats and opportunities to protect and foster a business’ financial well-being.

Descriptors:

25.4.1 Identify speculative business risks.
25.4.2 Identify types of threats that occur in the workplace.
25.4.3 Describe the importance of being prepared to deal with workplace threats.
25.4.4 Explain steps to take to deal with workplace threats.
25.4.5 Explain measures that can be taken to prevent workplace threats.
25.4.6 Develop procedures for dealing with workplace threats.
25.4.7 Identify types of unsafe conditions in a business environment (e.g., air, construction).
25.4.8 Describe the importance of fire prevention programs.

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 25.5: Develop risk management policies.
Descriptors:

25.5.1 Identify potential security issues.
25.5.2 Align risk management techniques with risks.
25.5.3 Establish policies for protecting company information and intangibles.
25.5.4 Establish policies for maintaining a non-hostile work environment.
25.5.5 Establish policies and procedures for maintaining physical security of the work environment.
25.5.6 Develop a disaster recovery plan.
25.5.7 Develop an office security plan.

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 25.6: Transfer business risk.
Descriptors:

25.6.1 Evaluate appropriate levels of insurance for a business.
25.6.2 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 25.7: Implement security policies and procedures.

Descriptors:
25.7.1 Identify security risks.
25.7.2 Explain routine security precautions.
25.7.3 Follow established security procedures and policies.
25.7.4 Protect company information and intangibles.
25.7.5 Document security checks, findings and incidents of breached security.
25.7.6 Seek the assistance of personnel appropriate to the given situation (e.g., irate visitor or client).

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 25.8: Adhere to health and safety regulations.

Descriptors:
25.8.1 Describe health and safety regulations in business.
25.8.2 Identify internal noncompliance with business health and safety regulations.
25.8.3 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)
Competency 25.9: Implement safety procedures
Descriptors:
25.9.1 Follow instructions for using equipment, tools and machinery.
25.9.2 Follow safety precautions.
25.9.3 Prevent ergonomic injuries (e.g., repetitive motion activities, lifting and transporting materials, posture).
25.9.4 Maintain a safe work environment.
25.9.5 Explain procedures for handling accidents.
25.9.6 Handle and report emergency situations.
25.9.7 Seek the assistance of personnel appropriate to the given situation (e.g., irate visitor or client).

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 25.10: Determine needed policies and procedures to protect employee and customer safety
Descriptors:
25.10.1 Identify potential safety issues.
25.10.2 Establish safety policies and procedures.
25.10.3 Develop an office safety plan.

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)
Unit 26: Communication Skills

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 26.1: Explain effective communications.

Descriptors:
26.1.1 Explain the importance of effective communication in business.
26.1.2 Identify barriers to effective communication.
26.1.3 Describe techniques for overcoming barriers to effective communication.
26.1.4 Discuss issues involving digital and/or electronic communications (e.g., lack of privacy, potential for forwarding information).

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 26.2: Apply active listening skills.

Descriptors:
26.2.1 Explain communication techniques that support and encourage a speaker.
26.2.2 Use paraphrasing strategies.
26.2.3 Summarize another person’s key points.
26.2.4 Probe to clarify the speaker’s thinking.
26.2.5 Use body language to show interest in what a speaker is saying.

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 26.3: Apply appropriate verbal skills in business situations.

Descriptors:
26.3.1 Explain characteristics of effective verbal communications.
26.3.2 Describe how nonverbal communication affects verbal messages.
26.3.3 Interpret others’ nonverbal cues.
26.3.4 Explain the importance of voice in communicating with others.
26.3.5 Identify situations in which employees need to address others in a businesslike manner.
26.3.6 Address people properly.
26.3.7 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)

Competency 26.4: Interview a client.

Descriptors:
26.4.1 Disclose paralegal status to the client, attorneys, court or administrative agency, or members of general public.
26.4.2 Formulate questions.
26.4.3 Gather and record accurate information.
26.4.4 Summarize the information.
26.4.5 Verify report facts.
Correlated English Language Arts Academic Content Benchmarks

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

### BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>P</td>
<td>R</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Competency 26.5: Perform reception duties.
Descriptors:
- 26.5.1 Greet visitors and clients.
- 26.5.2 Screen non-client visitors.
- 26.5.3 Explain delays to clients.

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

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 26.6: Make oral presentations.
Descriptors:
- 26.6.1 Identify occasions when oral presentations are required.
- 26.6.2 Explain the importance of communication skills in oral presentations (e.g., speaking clearly, using correct grammar, using appropriate gestures with audience contact).
- 26.6.3 Describe characteristics of effective oral presentations.
- 26.6.4 Discuss the role of visual support in making oral presentations.
- 26.6.5 Demonstrate procedures for making oral presentations.
- 26.6.6 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)

**BIL: Essential**

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>P</td>
<td>R</td>
</tr>
</tbody>
</table>

Competency 26.7: Utilize effective written communication.

Descriptors:

26.7.1 Explain the importance of effective written communications.
26.7.2 Identify types of written communication used in business.
26.7.3 Identify characteristics of effective written communication (e.g., brevity, neatness, accuracy).
26.7.4 Select and utilize appropriate formats for professional writing.
26.7.5 Ensure word accuracy in communications (e.g., definitions, number referencing or coding).
26.7.6 Plan, edit and revise written work consistent with professional standards.
26.7.7 Write business letters.
26.7.8 Write informational messages.
26.7.9 Write inquiries.
26.7.10 Write persuasive messages.
26.7.11 Write executive summaries.
26.7.12 Prepare simple written reports.
26.7.13 Prepare complex written reports.
26.7.14 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

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 26.8: Use proper grammar and vocabulary.
Descriptors:
26.8.1 Use correct subject/verb agreement in sentences.
26.8.2 Use correct noun/pronoun agreement in sentences.
26.8.3 Use correct use of adverbs and adjectives in sentences.
26.8.4 Use correct word usage in sentences.
26.8.5 Explain the importance of a technical vocabulary.
26.8.6 Use accepted legal vocabulary.
26.8.7 Explain the consequences of excessive use of jargon.
26.8.8 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)

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Competency 26.9: Compose legal documents.
Descriptors:
26.9.1 Differentiate among types of legal documents (e.g., pleadings; contracts; forms including deeds, wills, and mortgages).
26.9.2 Organize information and research materials in logical order for the attorney.
26.9.3 Explain the differences among sources of legal authority (e.g., statutes, cases, administrative codes).

26.9.4 Write legal documents.

**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 editing strategies to eliminate slang and improve conventions. (Writing Processes D, 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)
- Compile, organize and evaluate information, take notes and summarize findings. (Research B, 11-12)

<table>
<thead>
<tr>
<th>BIL: Essential</th>
<th>EDU: 10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>P</td>
<td>R</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Competency 26.10: Prepare legal documents.**

**Descriptors:**

- 26.10.1 Discuss the forms, contents and functions of legal documents that are prepared as part of the litigation process.
- 26.10.2 Manage data collection.
- 26.10.3 Assist in validating information (e.g., factual documents, evidence, exhibits, legal client matters).
- 26.10.4 Draft legal documents in accordance with guidelines for individual office need and/or format.
- 26.10.5 Prepare a table of contents and table of authorities.
- 26.10.6 Process legal documents (e.g., pleadings, contracts, agreements, wills, trusts, real estate).
- 26.10.7 Prepare common court documents.
- 26.10.8 Prepare discovery requests and responses.
- 26.10.9 Prepare digests of deposition transcripts and other forms of recorded testimony.
- 26.10.10 Prepare pleadings.
- 26.10.11 Prepare exhibit lists.
- 26.10.12 Prepare written discovery requests designed to elicit specific relevant information (e.g., notices, subpoenas).
- 26.10.13 Prepare proposals for prospective clients.
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)
- **Apply editing strategies to eliminate slang and improve conventions.** (Writing Processes D, 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)

### BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>P</td>
<td>R</td>
</tr>
</tbody>
</table>

Competency 26.11: Communicate using telecommunications tools

**Descriptors:**

26.11.1 Describe proper verbal skills needed for handling telephone calls.  
26.11.2 Explain standard procedures for handling telephone calls in a businesslike manner (e.g., professionalism, consider inflection in voice, attitude conveyed).  
26.11.3 Identify company policies regarding use of telecommunications tools (telephone, answering machine, voice mail, e-mail, teleconferencing system).  
26.11.4 Operate telecommunications equipment in accordance with company policy.  
26.11.5 Communicate via telephone, voice mail, e-mail, facsimile, teleconferencing system.  
26.11.6 Keep up to date concerning new and emerging communications technologies.  
26.11.7 Take complete and accurate telephone messages.  
26.11.8 Deliver phone messages according to the criticality of the message.  
26.11.9 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 26.12: Manage telephone communications.

Descriptors:
26.12.1 Apply telephone techniques in accordance with office protocol.
26.12.2 Establish a caller’s identity.
26.12.3 Determine the caller’s needs.
26.12.4 Screen calls per directives of professional staff.
26.12.5 Recognize indications of an urgent situation.
26.12.6 Document communication and action taken.

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)

Competency 26.13: Read to acquire meaning from written material.

Descriptors:
26.13.1 Identify sources that provide relevant, valid written material.
26.13.2 Discriminate among types of information (e.g., essential, important, critical, nice to know).
26.13.3 Differentiate among fact, judgment and inference.
26.13.4 Utilize appropriate reading skills for information needs (e.g., skim, comprehend, analyze).
26.13.5 Extract relevant information from written materials.
26.13.6 Apply written directions to achieve tasks.
26.13.7 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)

**BIL: Essential**

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

**Competency 26.14: Follow company guidelines when communicating in the business environment.**

**Descriptors:**

26.14.1 Describe guidelines for communicating with other employees (e.g., protocol of communications, types of information transmitted via different channels of staff communications).

26.14.2 Explain ethical considerations in providing information.

26.14.3 Identify confidentiality issues in transmission of sensitive client information via written, facsimile, e-mail or Internet transfer.


26.14.5 Discuss the importance of following written and oral instructions in a legal office.


26.14.7 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)

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

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Competency 26.15: Communicate effectively to provide information to staff.**

**Descriptors:**

26.15.1 Give directions for completing job tasks.

26.15.2 Conduct meetings.

26.15.3 Report business research.

26.15.4 Share positive suggestions with management.

Legal Management and Support Pathway
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)

<table>
<thead>
<tr>
<th>BIL: Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU:</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Competency 26.16: Use communication skills to influence others.

Descriptors:
- 26.16.1 Persuade others.
- 26.16.2 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 27: Emotional Intelligence

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 27.1: Explain the concept of emotional intelligence.
Descriptors:
27.1.1 Describe self-understanding and self-assessment.
27.1.2 Explain the concept of self-esteem.
27.1.3 Assess personal strengths and weaknesses.

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 27.2: Explain the role of personality traits in the workplace.
Descriptors:
27.2.1 Identify desirable personality traits important to business.
27.2.2 Identify personal characteristics needed for success in legal management and support.
27.2.3 Exhibit self-confidence.
27.2.4 Demonstrate interest and enthusiasm.
27.2.5 Demonstrate initiative.

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 27.3: Manage emotional reactions to people and situations.
Descriptors:
27.3.1 Maintain a positive attitude.
27.3.2 Demonstrate self-control.
27.3.3 Explain the use of feedback for personal growth.
27.3.4 Adjust to change.
Competency 27.4: Identify with others’ feelings, needs and concerns.

Descriptors:
27.4.1 Respect the privacy of others.
27.4.2 Show empathy for others.
27.4.3 Develop cultural sensitivity.
27.4.4 Explain the impact of political relationships within an organization.
27.4.5 Assist clients 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 27.5: Implement teamwork techniques to accomplish goals.

Descriptors:
27.5.1 Participate as a team member.
27.5.2 Describe effects of group dynamics on group decision making and consensus building.
27.5.3 Use consensus building skills.
27.5.4 Encourage team building.
27.5.5 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

- *Work in groups to analyze an issue and make decisions.* (Social Studies Skills and Methods D, 11-12)

### BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

**Competency 27.6: Manage internal and external business relationships.**

**Descriptors:**

- 27.6.1 Treat others fairly at work.
- 27.6.2 Foster positive working relationships.
- 27.6.3 Participate in the organization’s community outreach activities.
- 27.6.4 Mentor fellow workers.
- 27.6.5 Interact professionally with lawyers, clients, witnesses, court personnel, co-workers and other business professionals.

### BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

**Competency 27.7: Describe work ethic standards.**

**Descriptors:**

- 27.7.1 Define work ethic.
- 27.7.2 Identify factors that influence one’s work ethic.
- 27.7.3 Differentiate between law and ethics.
- 27.7.4 Describe how personal values are reflected in an employee’s work ethic.
- 27.7.5 Describe how interactions in the workplace affect an employee’s work ethic.
- 27.7.6 Describe how life changes affect personal work ethic.
- 27.7.7 Identify examples of unethical behavior at work.
- 27.7.8 Explain consequences of unprofessional and unethical behavior.
- 27.7.9 Discuss consequences of breach of confidentiality.
- 27.7.10 Explain the need for professional and ethical standards.
- 27.7.11 Explain responsibility of the individual to apply ethical standards.
- 27.7.12 Identify responsibility to clients/customers and employers.
- 27.7.13 Describe ways to demonstrate a basic work ethic.
Competency 27.8:  Apply appropriate work ethic.
Descriptors:
27.8.1 Adhere to company and/or governmental policies, procedures, rules and regulations.
27.8.2 Exercise confidentiality (e.g., client information, office information and personal information).
27.8.3 Adhere to rules of conduct.
27.8.4 Accept constructive criticism.
27.8.5 Offer constructive suggestions.
27.8.6 Exhibit pride in work.
27.8.7 Exhibit punctuality.
27.8.8 Demonstrate honesty and integrity.
27.8.9 Assume responsibility for decisions and actions.
27.8.10 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 27.9:  Demonstrate ethical behavior as a legal professional.
Descriptors:
27.9.1 Discuss ethical responsibilities specifically affecting a legal professional (e.g., conflict of interest, competence, solicitation, fees, and protection of client funds).
27.9.2 Maintain a high level of integrity and ethics (e.g., American Bar Association [ABA] Ethic Standards, National Court Reporter Association [NCRA] Ethic Standards).
Competency 27.10: Recognize personal biases and stereotypes.
Descriptors:
27.10.1 Identify situations in which discrimination exists.
27.10.2 Describe consequences of discrimination.
27.10.3 Explain how federal laws protect against discrimination.
27.10.4 Describe steps for identifying personal biases and stereotypes.
27.10.5 Explain why diversity is an asset to an organization.

Correlated Social Studies Academic Content Benchmarks

- Analyze how issues may be viewed differently by various cultural groups. (People in Societies A, 11-12)
- Critique data and information to determine the adequacy of support for conclusion. (Social Studies Skills and Methods B, 11-12)

Competency 27.11: Apply time management principles.
Descriptors:
27.11.1 Describe time management concepts (e.g., stress, procrastination, free time, weekly master list, technology, prioritizing, delegating, to-do list).
27.11.2 Explain time management processes.
27.11.3 List benefits of time management.
27.11.4 Utilize current technology as a tool for time management.
27.11.5 Prioritize daily office activities (e.g., what and when items need the attorney’s attention).
27.11.6 Manage deadlines (e.g., filing, applications).
Competency 27.12: Function as a self-managed employee.
Descriptors:
27.12.1 Demonstrate organizational skills.
27.12.2 Make long-term and short-term plans.
27.12.3 Multi-task to achieve work goals.
27.12.4 Evaluate progress.
27.12.5 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 27.13 Apply decision making techniques.
Descriptors:
27.13.1 Identify the decision to be made.
27.13.2 Identify appropriate alternatives and consequences.
27.13.3 Make the decision based on facts, legality, ethics, goals and culture.
27.13.4 Apply time factors.
27.13.5 Present the decision to be implemented.
27.13.6 Evaluate the decision.
27.13.7 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)
Competency 27.14: Apply problem solving techniques.

Descriptors:
27.14.1 Identify the problem.
27.14.2 Select appropriate problem solving tools and techniques.
27.14.3 Identify underlying causes of the problem.
27.14.4 Identify appropriate solutions and consequences (e.g., long-term, short-term, crisis).
27.14.5 Use resources to explore possible solutions to the problem.
27.14.6 Contrast the advantages and disadvantages of each solution.
27.14.7 Identify appropriate action.
27.14.8 Evaluate the results.
27.14.9 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)

Competency 27.15: Use critical thinking skills to approach legal issues, problems or situations.

Descriptors:
27.15.1 Identify interrelationships among cases, statutes, regulations and other legal authorities.
27.15.2 Apply a recognized legal authority to specific factual situation(s).
27.15.3 Recognize when and why varied fact situations allow for exceptions to general legal rules.
27.15.4 Determine when areas of the law are relevant to a specific situation.
27.15.5 Apply principles of professional ethics to specific fact situations.
27.15.6 Distinguish evidentiary facts from other material and/or controlling facts.
27.15.7 Identify factual omissions and inconsistencies.

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 27.16: Apply conflict resolution skills.
Descriptors:
27.16.1 Explain the effects of conflicts in the workplace (e.g., loss of morale, productivity).
27.16.2 Describe conflict resolution skills.
27.16.3 Describe the conflict cycle (e.g., how it begins, how it escalates).
27.16.4 Describe conflict management styles (e.g., avoidance).
27.16.5 Describe negotiation.
27.16.6 Describe mediation.
27.16.7 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)

Competency 27.17: Manage stressful situations.
Descriptors:
27.17.1 Discuss causes of employee stress.
27.17.2 Describe physical and emotional responses to stress.
27.17.3 Explain consequences of employee stress.
27.17.4 Identify strategies and/or methods for reducing and/or channeling stress.
27.17.5 Implement strategies to manage stress.
Competency 27.18: Achieve organizational goals.
Descriptors:
27.18.1 Evaluate personal goals in relation to organizational goals.
27.18.2 Monitor progress by evaluating feedback.
27.18.3 List responsibilities in relation to organizational goals.
27.18.4 Accomplish assigned tasks.
27.18.5 Exercise responsibility in relation to organizational goals.
27.18.6 Set appropriate performance standards.
27.18.7 Communicate goals to supervisor and peers.
27.18.8 Exhibit knowledge of the organization’s products and/or services.
27.18.9 Describe how managers delegate authority and assign responsibility.

Competency 27.19: Explain the role of leadership in the workplace.
Descriptors:
27.19.1 Differentiate between leading and managing.
27.19.2 Discuss leadership styles.
Competency 27.20: Describe cultural knowledge needed for global business relations

Descriptors:

27.20.1 Explain the usage of names, titles and ranks in different cultures and countries.
27.20.2 Identify cultural differences in food, dress and social behaviors throughout the world.
27.20.3 Identify major holidays of world cultures and their impact on doing business globally.
27.20.4 Identify appropriate uses of gift giving in business relationships among world cultures.
27.20.5 Compare business protocol among countries.
27.20.6 Identify cultural attitudes about time, silence, space, and body and eye contact in relation to successful business relationships.
27.20.7 Describe how a negotiation process may be affected by cultural differences.
27.20.8 Describe the role and use of electronic communication tools (e.g., Internet, video-and computer-conferencing, webcasts, e-mail) in global business activities.

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 28: Professional Development

Competency 28.1: Acquire self-development skills.
Descriptors:
28.1.1 Maintain appropriate personal appearance.
28.1.2 Set personal goals.

Competency 28.2: Participate in career planning.
Descriptors:
28.2.1 Assess personal interests and skills needed for success in business.
28.2.2 Analyze employer expectations in the business environment.
28.2.3 Identify sources of career information.
28.2.4 Identify a tentative occupational interest.
28.2.5 Explain employment opportunities in business.
28.2.6 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)

Competency 28.3: Explore career pathways in legal management and support.
Descriptors:
28.3.1 Identify career opportunities for graduates of legal management and support programs (current and emerging).
28.3.2 Compare and contrast career areas in legal management and support.

Correlated English Language Arts Academic Content Benchmarks

- Compile, organize and evaluate information, take notes and summarize findings. (Research B, 11-12)
Competency 28.4: Explain professional obligations of legal management and support staff.

Descriptors:
28.4.1 Discuss factors that lead attorneys to employ legal professionals (e.g., paralegals, legal secretaries, legal assistants, court reporters, real-time reporters).
28.4.2 Identify the duties of a paralegal.
28.4.3 Identify the duties of a court reporter.
28.4.4 Describe the role of a manager in a legal services office.
28.4.5 Discuss supervision required to avoid situations that constitute an unauthorized practice of law.

Competency 28.5: Explain the organization and operation of law offices.

Descriptors:
28.5.1 Identify types of practice arrangements used for the delivery of legal services.
28.5.2 Identify types of practice groups (e.g., intellectual property, public finance, criminal defense, litigation, health care, tax law).
28.5.3 Discuss the administrative procedures commonly used in a law office (e.g., timekeeping, billing).

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 28.6: Explore professional development opportunities

Descriptors:

28.6.1 Research continuing education courses or programs available to enhance skills, to remain current in the profession and for career advancement.

28.6.2 Describe certifications for business professionals.

28.6.3 Describe certifications available to employees in legal management and support (e.g., Paralegal Association Competency Examination [PACE], Certified Legal Assistant [CLA], Certified Realtime Reporter [CRR], Certified Legal Management, Registered Professional Reporter [RPR]).

28.6.4 Identify professional association opportunities and resources (e.g., education opportunities, networking, conferences, newsletters, publications).

28.6.5 Identify professional associations available for affiliation as an employee in legal management and support positions.

28.6.6 Build internal and external mentor relationships.

28.6.7 Use Web sites for professional development.

28.6.8 Identify internal and external networking opportunities.

28.6.9 Discuss requirements for obtaining notary public credentials.

28.6.10 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 28.7: Explore career advancement activities.

Descriptors:

28.7.1 Explain the need for ongoing education as a worker.

28.7.2 Explain possible advancement patterns for jobs.

28.7.3 Identify skills needed to enhance career progression.
Unit 29: Money and Personal Finance

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 29.1: Describe the fundamental principles of money needed to make financial exchanges

Descriptors:
29.1.1 Explain forms of financial exchange (cash, credit, debit, electronic funds transfer).
29.1.2 Identify types of currency (paper money, coins, bank notes, government bonds, treasury notes).
29.1.3 Explain essential elements of a negotiable instrument.
29.1.4 Describe functions of money (medium of exchange, unit of measure, store of value).
29.1.5 Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments).
29.1.6 Explain the time value of money.
29.1.7 Explain the purposes for and importance of credit.
29.1.8 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

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 29.2: Analyze personal financial needs and goals.

Descriptors:
29.2.1 Describe common financial needs (e.g., college, retirement, wills, insurance).
29.2.2 Set financial goals.
29.2.3 Develop a personal budget.
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)

BIL: Essential

<table>
<thead>
<tr>
<th>EDU</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>R</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Competency 29.3: Manage personal finances.

Descriptors:
29.3.1 Describe tax liabilities.
29.3.2 Interpret a pay stub.
29.3.3 Maintain financial records.
29.3.4 Read and reconcile bank statements.
29.3.5 Demonstrate the wise use of credit.
29.3.6 Validate credit history.
29.3.7 Protect against identity theft.
29.3.8 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)

BIL: Recommended

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td></td>
<td>R</td>
</tr>
</tbody>
</table>

Competency 29.4: Explain the use of financial services providers.

Descriptors:
29.4.1 Describe types of financial services providers.
29.4.2 Discuss considerations in selecting a financial services provider.

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)

BIL: Recommended

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td></td>
<td>R</td>
</tr>
</tbody>
</table>

Competency 29.5: Identify investment strategies to ensure personal financial well-being.

Descriptors:
29.5.1 Explain types of investments.
29.5.2 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 30: Economics

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 30.1: Explain fundamental economic concepts.

Descriptors:
- 30.1.1 Distinguish between economic goods and services.
- 30.1.2 Explain the concept of economic resources.
- 30.1.3 Discuss the determination of income distribution, including poverty and discrimination.
- 30.1.4 Explain how economics is a social science that draws conclusions based on hypothesis, theories and data in order to understand human behavior.
- 30.1.5 Describe the concepts of economic scarcity, choice and economic activities.
- 30.1.6 Determine economic utilities created by business activities.
- 30.1.7 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: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td></td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Competency 30.2: Discuss the interactions of supply, demand and price.

Descriptors:
- 30.2.1 Explain how scarce resources are allocated.
- 30.2.2 Describe how the markets for resources operate and how they determine wage rates, interest and rent.
- 30.2.3 Discuss the concepts of opportunity cost and the production possibility frontier.
- 30.2.4 Explain how consumers make choices.
- 30.2.5 Discuss the impact of elasticity on demand.
- 30.2.6 Describe the functions of prices in markets.
- 30.2.7 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: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>P</td>
<td>R</td>
</tr>
</tbody>
</table>

Competency 30.3: Describe business’ contribution to society.

Descriptors:

30.3.1 Explain the role of business in society.
30.3.2 Describe types of business activities.
30.3.3 Explain the cost of doing business.
Competency 30.4: Describe the legal structures under which businesses are organized.

Descriptors:
30.4.1 Describe the major types of business organization (e.g., sole proprietorship, limited liability company, general partnership).
30.4.2 Identify the legal implications for establishing each type of organization.
30.4.3 Differentiate among types of corporations (e.g., profit, nonprofit, domestic and international).
30.4.4 Describe the role and function of a corporation’s board of directors.
30.4.5 Differentiate among types of corporate expansion (e.g., mergers, consolidations, acquisitions).
30.4.6 Describe characteristics of a franchise and how it is formed.
30.4.7 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 30.5: Differentiate among economic systems.

Descriptors:
30.5.1 Explain the types of economic systems.
30.5.2 Explain the concept of private enterprise.
30.5.3 Identify factors affecting a business’ profit.
30.5.4 Determine factors affecting business risk.
30.5.5 Explain the concept of competition.
30.5.6 Describe businesses’ market structures.
30.5.7 Explain firm behavior in competitive markets.
30.5.8 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)

<table>
<thead>
<tr>
<th>BIL: Essential (Managers)</th>
<th>Recommended (Support)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU:</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>I</td>
</tr>
</tbody>
</table>

Competency 30.6: Discuss the impact of government on business activities.

**Descriptors:**
- 30.6.1 Describe the relationship between government and business.
- 30.6.2 Describe the role of taxes.
- 30.6.3 Discuss monetary policy.
- 30.6.4 Discuss the supply and demand for money.
- 30.6.5 Explain the role of the Federal Reserve System.
- 30.6.6 Explain the concept of fiscal policies.
- 30.6.7 Discuss the development of aggregate demand and aggregate supply.
- 30.6.8 Describe the effects of fiscal and monetary policies.
- 30.6.9 Discuss the effects of the federal government’s budget deficit.
- 30.6.10 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)

<table>
<thead>
<tr>
<th>BIL: Essential (Managers)</th>
<th>Recommended (Support)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU:</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>I</td>
</tr>
</tbody>
</table>

Competency 30.7: Explain economic indicators used to measure economic trends and conditions.

**Descriptors:**
- 30.7.1 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.
- 30.7.2 Describe the concept of price stability as an economic measure.
30.7.3 Explain the basics of macroeconomic instability theories.
30.7.4 Discuss the measure of consumer spending as an economic indicator.
30.7.5 Discuss the impact of a nation’s unemployment rates.
30.7.6 Describe the economic impact of inflation on business.
30.7.7 Explain unemployment and inflation trade-offs.
30.7.8 Explain the economic impact of interest rate fluctuations.
30.7.9 Determine the impact of business cycles on business activities.
30.7.10 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)

BIL: Recommended

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Competency 30.8: Discuss global trade’s impact on business decision making.

Descriptors:
30.8.1 Describe how to create comparative advantage.
30.8.2 Explain the determinants of global trade flows.
30.8.3 Describe the determinants of exchange rates and their effects on domestic economy.
30.8.4 Discuss the impact of cultural and social environments on world trade.
30.8.5 Describe ways that businesses can enter global markets.
30.8.6 Explain labor issues associated with global trade.
30.8.7 Describe the impact of regional trade organizations on global trade.
30.8.8 Evaluate the impact of world circumstances and events.
30.8.9 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: Essential**

<table>
<thead>
<tr>
<th></th>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAN</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Competency 30.9:** Discuss the impact of globalization.

**Descriptors:**

- 30.9.1 Discuss the impact of globalization on local, state, national and international economies.
- 30.9.2 Discuss the potential impact of emerging economies.
- 30.9.3 Discuss the impact of geography on global markets.
- 30.9.4 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 31: Accounting

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 31.1: Acquire foundational knowledge of accounting’s role in a company.
Descriptors:
31.1.1 Explain the concept of accounting.
31.1.2 Describe the accounting cycle.
31.1.3 Discuss the role of ethics in accounting.
31.1.4 Explain the use of technology in accounting.
31.1.5 Explain legal considerations for accounting.
31.1.6 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

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>I</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Competency 31.2 Discuss Generally Accepted Accounting Principles (GAAP).
Descriptors:
31.2.1 Explain the qualitative characteristics of accounting information (e.g., usefulness, timeliness, understandability, neutrality, relevance, reliability, consistency, comparability).
31.2.2 Describe the basic assumptions about accounting reports (e.g., separate economic entity, going concern, monetary unit, periodicity of income).
31.2.3 Explain the basic principles of accounting (e.g., historical cost basis, revenue recognition, matching, full disclosure).
31.2.4 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 31.3: Describe accounting tools used to track money flow and to determine financial status.

Descriptors:
31.3.1 Describe cash flow statements.
31.3.2 Explain balance sheets.
31.3.3 Describe income statements.
   • 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 31.4: Apply the accounting equation.

Descriptors:
31.4.1 Describe the relationship between property and financial claims.
31.4.2 Explain the significance of equities as used in accounting.
31.4.3 Explain the significance of the accounting equation.
31.4.4 Discuss types of basic assets.
31.4.5 Explain types of liabilities.
31.4.6 Discuss the importance of owner’s equity.
31.4.7 Describe the relationship between assets and claims on assets.
31.4.8 Demonstrate the effects of transactions on the accounting equation.

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
   • 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 31.5: Analyze transactions and their effect on assets, liabilities and owner’s equity.

Descriptors:
31.5.1 Discuss the purpose for a ledger.
31.5.2 Prepare a chart of accounts.
31.5.3 Describe types of accounts.
31.5.4 Explain the purpose for double-entry accounting.
31.5.5 Describe the purpose for debits and credits in double-entry accounting.
31.5.6 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)
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)

<table>
<thead>
<tr>
<th>BIL: Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU: 10 12 AD</td>
</tr>
<tr>
<td>Managers I P</td>
</tr>
</tbody>
</table>

Competency 31.7: Discuss types of accounting methods.

Descriptors:
31.7.1 Explain the advantages and disadvantages of the cash basis of accounting.
31.7.2 Discuss which businesses are most likely to use the cash method.
31.7.3 Describe the advantages and disadvantages of the accrual basis of accounting.
31.7.4 Discuss what businesses are required to use the accrual accounting method.
31.7.5 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)

<table>
<thead>
<tr>
<th>BIL: Essential (Managers)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU: 10 12 AD</td>
</tr>
<tr>
<td>Recommended (Support) I P</td>
</tr>
</tbody>
</table>

Competency 31.8: Perform specialized accounting functions.

Descriptors:
31.8.1 Create and maintain an accounts receivable subsidiary ledger.
31.8.2 Create and maintain an accounts payable subsidiary ledger.
31.8.3 Record transactions related to property ownership (e.g., acquisition, depreciation, sale, mortgage and lease obligations, principal and interest payments).
31.8.4 Account for investments and withdrawals by owners.
31.8.5 Determine inventory valuation (e.g., LIFO, FIFO, specific identification and weighted average).
31.8.6 Use accounting software to maintain accounting records.
31.8.7 Manage payroll.
31.8.8 Prepare financial reports for review.

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)

**BIL: Essential**

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

**Competency 31.9: Maintain cash controls.**

**Descriptors:**

31.9.1 Explain cash control procedures (e.g., signature cards, deposit slips, internal and external controls, and cash clearing).
31.9.2 Prove cash.
31.9.3 Journalize and post entries to establish and replenish petty cash.
31.9.4 Write checks.
31.9.5 Process checks.
31.9.6 Journalize and post entries related to banking activities.
31.9.7 Explain the benefits of electronic funds transfer (EFT).
31.9.8 Prepare bank deposits.
31.9.9 Prepare purchase requisitions.
31.9.10 Prepare purchase orders.
31.9.11 Prepare invoices.
31.9.12 Collect payments.
31.9.13 Post payments.
31.9.14 Process credit card transactions.
31.9.15 Issue receipts.

**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)
Unit 32: Financial Management

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>P</td>
<td>R</td>
</tr>
</tbody>
</table>

Competency 32.1: Acquire foundational knowledge of finance to recognize its contribution to a business.

Descriptors:
32.1.1 Explain the role of finance in business.
32.1.2 Discuss the role of ethics in finance.
32.1.3 Explain legal considerations for finance.

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
</tbody>
</table>

Competency 32.2: Manage office budgets.

Descriptors:
32.2.1 Confer with management to identify a strategic financial direction.
32.2.2 Evaluate the impact of incoming monies and how office resources are impacted by cash flow.
32.2.3 Itemize factors affecting fee decisions (e.g., cost of equipment and supplies, time, technical assistance, outside consulting for recommendations, office procedures)
32.2.4 Review a variance report.
32.2.5 Develop individual budgets (e.g., revenue, expense, operating, line-item, department, cash flow, capital).
32.2.6 Prepare an annual budget aligned with business objectives.
32.2.7 Determine procedures for financial and accounting activities (e.g., model, forecasting, benchmarking techniques, cost/benefit analysis).

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)
• 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)

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>I</td>
<td></td>
<td>P</td>
</tr>
</tbody>
</table>

Competency 32.3: Develop financial skills to obtain business credit and to control its use.

Descriptors:
32.3.1 Explain the purposes for and importance of obtaining business credit.
32.3.2 Analyze critical banking relationships.
32.3.3 Make critical decisions regarding acceptance of bank cards.
32.3.4 Determine financing needed for business operations.
32.3.5 Identify risks associated with obtaining business credit.
32.3.6 Explain sources of financial assistance.
32.3.7 Explain loan evaluation criteria used by lending institutions.
32.3.8 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 32.4: Maintain accounting and financial control systems for a legal office.

Descriptors:

32.4.1 Monitor the total office financial system.
32.4.2 Forecast financial expenditures, revenues, liability and capital budget needs.
32.4.3 Develop and analyze the accounting system needs for the legal practice.
32.4.4 Interpret and communicate financial information to audiences (e.g., legal professionals, financial advisors, investment and retirement planning counselors, shareholders, staff) for their use in making decisions.
32.4.5 Monitor policies and procedures that direct the financial activities of the legal practice.
32.4.6 Design internal controls to safeguard the legal practice’s assets.
32.4.7 Maintain relationships with financial services providers.
32.4.8 Compare the services and charges of banking procedures available (e.g., credit card services, automatic payment procedures, automatic transfer from client/payee to office account, safe deposit boxes).
32.4.9 Conduct an annual financial analysis in conjunction with the accountant and management.
32.4.10 Develop an audit control system (e.g., schedule for audits, types of audits, financial statement audits).
32.4.11 Develop a system for audit compliance.

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

Descriptors:
32.5.1 Describe types of accounting systems (i.e., financial, tax, management and cost).
32.5.2 Discuss Securities and Exchange Commission (SEC) reporting requirements for public companies traded in the United States.
32.5.3 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 33: Technology

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 33.1: Assess the impact of technology on business activities.
Descriptors:
33.1.1 Identify ways that technology impacts business.
33.1.2 Explain the scope of data communications tools.
33.1.3 Explain the role of information systems in organizations.
33.1.4 Explain the importance of emerging technologies and their applications to business.
33.1.5 Analyze the ethical, social and political impact of information systems.

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 33.2: Utilize office equipment to accomplish job assignments.
Descriptors:
33.2.1 Operate a copier.
33.2.2 Operate a printer.
33.2.3 Operate a fax machine.
33.2.4 Operate a calculator.
33.2.5 Operate a postage meter.
33.2.6 Operate a scanner.
33.2.7 Transcribe information from a dictation machine.

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 33.3: Utilize computer operating systems to perform work functions.
Descriptors:
33.3.1 Discuss principles of computer systems.
33.3.2 Use basic operating systems.
33.3.3 Manage files and folders.
Competency 33.4: Manage a computer system.

Descriptors:
- 33.4.1 Demonstrate computer skills (e.g., copying and saving files, spell check, grammar check and computer security codes).
- 33.4.2 Create and maintain a computer dictionary, including legal terminology and/or symbols and language.
- 33.4.3 Demonstrate knowledge of technical software specific to legal setting (e.g., litigation software and job tracking software).
- 33.4.4 Demonstrate knowledge of time entry software (billable hours).
- 33.4.5 Manage computer files (i.e., backup, purge and archive).
- 33.4.6 Access needed operating information (e.g., manufacturer’s manuals, software documentation, computer support personnel)
- 33.4.7 Transfer information electronically with regard to liability, privacy and security issues following office protocol.

Competency 33.5: Use the Internet to access available resources.

Descriptors:
- 33.5.1 Explain the hierarchical structure of domain names.
- 33.5.2 Discuss the role of organizations in administering of Internet activities.
- 33.5.3 Explain the role of internet service providers (ISPs).
- 33.5.4 Describe types of resources that can be accessed through the Internet (e.g., Web pages, USENET newsgroups, listservs, files and programs, e-mail).
- 33.5.5 Use bookmarks.
- 33.5.6 Organize bookmarks.
- 33.5.7 Use tools to navigate the Internet.
Competency 33.6: Perform basic Web search skills.

Descriptors:
33.6.1 Explain the importance of search engines in locating information.
33.6.2 Locate specified topics on the Web.
33.6.3 Access specified topics through links on a Web page.
33.6.4 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 33.7: Demonstrate basic e-mail functions.

Descriptors:
33.7.1 Explain the features (capabilities) of e-mail.
33.7.2 Discuss e-mail etiquette.
33.7.3 Write and send a professional e-mail message.
33.7.4 Reply to an e-mail message.
33.7.5 Forward an e-mail message.
33.7.6 Add a signature file.
33.7.7 Open attachments.
33.7.8 Save attachments to the computer’s hard drive.
33.7.9 Append attachments.
33.7.10 Label messages.
33.7.11 Add names to the address book.
33.7.12 Set up a distribution list.
33.7.13 Put message in the outbox.
33.7.14 Sort mail.
33.7.15 Search for messages.
33.7.16 Use e-mail shortcuts.
33.7.17 Use auto-responder.
33.7.18 Post a message on a listserv.
33.7.19 Create a new e-mail folder.
33.7.20 Store e-mail messages in folders.
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)

<table>
<thead>
<tr>
<th>BIL: Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU:</td>
</tr>
<tr>
<td>I</td>
</tr>
</tbody>
</table>

Competency 33.8: Demonstrate personal information management and productivity applications.

Descriptors:
33.8.1 Describe the capabilities of personal information management and productivity applications.
33.8.2 Use the address book application.
33.8.3 Use the calculator.
33.8.4 Use the notes application.
33.8.5 Use the scheduler application.
33.8.6 Use the to-do application.
33.8.7 Use the global search application.

<table>
<thead>
<tr>
<th>BIL: Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU:</td>
</tr>
<tr>
<td>P</td>
</tr>
</tbody>
</table>

Competency 33.9: Demonstrate basic word processing skills

Descriptors:
33.9.1 Identify capabilities of word processing software.
33.9.2 Enter and store text in a word processing application.
33.9.3 Search for and replace text in a document stored in a word processing application.
33.9.4 Retrieve, edit and print a document stored in a word processing application.
33.9.5 Cut and paste information from one text document into another in a word processing application.
33.9.6 Create a text document containing columns in a word processing application.
33.9.7 Insert and print a graph in a word processing document.
33.9.8 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)

<table>
<thead>
<tr>
<th>BIL: Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU: 10</td>
</tr>
<tr>
<td>I</td>
</tr>
</tbody>
</table>

Competency 33.10: Use advanced word processing features.

Descriptors:
33.10.1 Calculate values within a table.
33.10.2 Create a document using the borders feature.
33.10.3 Create, format, edit and delete a header and footer within a document.
33.10.4 Use merge functions.
33.10.5 Create styles for documents.
33.10.6 Use outlining features.
33.10.7 Generate an index.
33.10.8 Generate a table of contents automatically from marked section headings.
33.10.9 Number the lines in a document automatically.
33.10.10 Create footnotes and/or endnotes within a document.
33.10.11 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)
Competency 33.11: Use presentation software.
Descriptors:
33.11.1 Identify the capabilities of presentation software.
33.11.2 Describe the characteristics of effective presentation documents.
33.11.3 Enter and store text into a presentation document.
33.11.4 Import graphics into a presentation document.
33.11.5 Develop builds and transitions for screens and/or slides.
33.11.6 Retrieve and edit screens and/or slides.
33.11.7 Add/Delete screens and/or slides.
33.11.8 Create presentations that are compelling, professional and visually appealing.

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)

Competency 33.12: Create basic databases.
Descriptors:
33.12.1 Identify the capabilities of database software.
33.12.2 Create a database structure.
33.12.3 Construct queries.
33.12.4 Enter and store data.
33.12.5 Retrieve and modify data.
33.12.6 Delete database records.
33.12.7 Sort data in a database, given predetermined criteria.
33.12.8 Output data into a report format.
33.12.9 Create a chart or graph using information in a database file.
33.12.10 Print labels from a database.
33.12.11 Print a database list and/or report.
33.12.12 Ensure data integrity.
33.12.13 Validate data.
33.12.14 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)

<table>
<thead>
<tr>
<th>BIL: Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU: 10 12 AD</td>
</tr>
<tr>
<td>P R R</td>
</tr>
</tbody>
</table>

Competency 33.13: Create basic spreadsheets.

Descriptors:
33.13.1 Describe the components of a spreadsheet.
33.13.2 Identify the capabilities of spreadsheet software.
33.13.3 Format spreadsheets.
33.13.4 Use basic formulas.
33.13.5 Enter and store data in a spreadsheet file.
33.13.6 Retrieve, edit and print data from a spreadsheet.
33.13.7 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)
- 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 33.14:  Use advanced spreadsheet functions to communicate information.

Descriptors:
33.14.1  Sort rows alphabetically or numerically.
33.14.2  Select items that match specified selection criteria.
33.14.3  Use desktop publishing features offered in the spreadsheet application.
33.14.4  Create macros with the spreadsheet application.
33.14.5  Utilize statistics functions in spreadsheets.
33.14.6  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)

Competency 33.15:  Use advanced spreadsheet functions to analyze financial and business data.

Descriptors:
33.15.1  Use the Future Value function.
33.15.2  Use the Payment function.
33.15.3  Use the Goal Seek function.
33.15.4  Use the Solver function.
33.15.5  Use the Pivot Tables function.
33.15.6  Use the IF function.
33.15.7  Use the SUMIF function.
33.15.8  Use the Lookup function.
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)
- Use descriptive statistics to analyze and summarize data, including measures of center, dispersion, correlation and variability. (Data Analysis and Probability B, 11-12)

<table>
<thead>
<tr>
<th>BIL: Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU: 10 12 AD</td>
</tr>
<tr>
<td>P R R</td>
</tr>
</tbody>
</table>

Competency 33.16: Apply the most appropriate applications (word processing, spreadsheet, database, presentation, collaborative groupware, web) to record, analyze and present information.

Descriptors:
33.16.1 Identify available applications.
33.16.2 Determine what applications are needed for the task.
33.16.3 Use the appropriate applications.

<table>
<thead>
<tr>
<th>BIL: Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU: 10 12 AD</td>
</tr>
<tr>
<td>I P R</td>
</tr>
</tbody>
</table>

Competency 33.17: Integrate business software applications.

Descriptors:
33.17.1 Describe situations in which integration of software applications would be beneficial.
33.17.2 Move and copy information between applications.
33.17.3 Embed information in applications.
33.17.4 Link objects between applications.
Competency 33.18: Demonstrate collaborative/groupware applications.

Descriptors:
33.18.1 Distinguish between collaborative/groupware applications and other software applications.
33.18.2 Describe motivations for using collaborative/groupware applications.
33.18.3 Identify the properties of collaborative/groupware applications.
33.18.4 Discuss problems associated with using collaborative/groupware applications.
33.18.5 Explain infrastructure needs for collaborative/groupware applications.
33.18.6 Use real time interaction with collaborative/groupware applications.
33.18.7 Use the presence awareness feature to identify participants.
33.18.8 Use instant messaging to converse in real time with participants.
33.18.9 Use Web conferences.
33.18.10 Conduct a whiteboarding session.
33.18.11 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)

Competency 33.19: Create and post a basic Web page.

Descriptors:
33.19.1 Explain the basic structure of a Web page.
33.19.2 Describe limitations associated with Web page creation (e.g., typography, graphics files size, navigation).
33.19.3 Explain the importance of tags in structuring Web pages.
33.19.4 Discuss the importance of using a descriptive, useful title on a Web page.
33.19.5 Identify naming conventions for Web files.
33.19.6 Save and name Web files.
33.19.7 Identify information in HTML documents that will be ignored by browsers.
33.19.8 Set up an HTML document.
33.19.9 Format the text of a Web page.
33.19.10 Discuss considerations in selecting a graphics format.
33.19.11 Add graphic elements to a Web page.
33.19.12 Add attributes to a tag for a Web page.
33.19.13 Add hypertext links in a Web page.
33.19.14 Display a document within a Web browser.
33.19.15 Upload a Web page.

Correlated English Language Arts Academic Content Benchmarks

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

<table>
<thead>
<tr>
<th>BIL: Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU: 10 12 AD</td>
</tr>
<tr>
<td>Managers P</td>
</tr>
</tbody>
</table>

Competency 33.20: Identify hardware and software system requirements that match business needs.

Descriptors:
33.20.1 Explain considerations in selecting hardware and software.
33.20.2 Discuss sources for hardware and software system requirement information.
33.20.3 Establish specifications for selecting hardware and software systems.
33.20.4 Determine the venture’s information technology needs.

<table>
<thead>
<tr>
<th>BIL: Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU: 10 12 AD</td>
</tr>
<tr>
<td>Managers P</td>
</tr>
</tbody>
</table>

Competency 33.21: Manage a database for an information system.

Descriptors:
33.21.1 Identify needs for a database (e.g., purchase or lease).
33.21.2 Secure database software.
33.21.3 Oversee database management and information systems.
**Competency 33.22**  Develop the skills and knowledge needed to obtain technical support services.

**Descriptors:**
- 33.22.1 Use a logical and structured approach to isolate and identify problem sources and to resolve problems.
- 33.22.2 Use resources for problem identifying and resolving problems (e.g., hardware, software, online).
- 33.22.3 Use technical language to communicate with support technicians.
- 33.22.4 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)

**Competency 33.23:**  Exhibit legal and ethical behaviors when using technologies.

**Descriptors:**
- 33.23.1 Adhere to the organization’s policies for technology use.
- 33.23.2 Describe the consequences of illegal and unethical use of technology.
- 33.23.3 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 34: Information Management

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>I</td>
<td></td>
</tr>
</tbody>
</table>

Competency 34.1: Apply information literacy skills to the workplace.

Descriptors:
34.1.1 Explain legal issues associated with the use of information.
34.1.2 Assess information needs.
34.1.3 Obtain needed information efficiently.
34.1.4 Use legal reference materials to locate appropriate information.
34.1.5 Cite sources of legal information.
34.1.6 Evaluate the quality and the source of information.
34.1.7 Apply information to accomplish a task.
34.1.8 Store information for future use.
34.1.9 Maintain an up-to-date library of legal resources (e.g., references, software programs, documents).

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)

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paralegals</td>
<td>I</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Competency 34.2: Conduct legal research.

Descriptors:
34.2.1 Maintain an up-to-date library of legal references, software programs and documents.
34.2.2 Use computer-assisted legal research programs and other electronic resources to identify, locate, verify and document.
34.2.3 Locate applicable statutes, administrative regulations, constitutional provisions, court cases, treaties, law review articles and primary source materials.
34.2.4 Use computer-assisted legal research programs to locate primary materials (e.g., LexisNexis, Westlaw).
34.2.5 Use the resources of a standard law library to locate an applicable legal encyclopedia.
34.2.6 Contact government agencies to obtain information when necessary.
34.2.7 Draft a release or request to access records (e.g., medical, corporate).

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

Correlated Social Studies Academic Content Benchmarks

- Obtain and evaluate information from public records and other resources related to a public policy issue. (Social Studies Skills and Methods A, 11-12)

<table>
<thead>
<tr>
<th>BIL: Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU:</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Competency 34.3: Acquire a foundational knowledge of information management to recognize its contribution to a business.

Descriptors:
34.3.1 Discuss the purpose for information management.
34.3.2 Explain the role of ethics in information management.
34.3.3 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)
Competency 34.4: Maintain business records.
Descriptors:
34.4.1 Describe common business records.
34.4.2 Maintain a record of billable hours.
34.4.3 Maintain inventory records.
34.4.4 Maintain warranty information and data.
34.4.5 Maintain file of current MSDS (Materials Safety Data Sheets) applicable to the specific office.

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 34.5: Maintain client records.
Descriptors:
34.5.1 Open a client file.
34.5.2 Process incoming client communications (e.g., e-mails, documents).
34.5.3 Follow the appropriate routing process.
34.5.4 File information in accordance with office protocol.
34.5.5 Store and maintain inactive records (e.g., electronic and paper copy).

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 34.6: Manage records.

Descriptors:
34.6.1 Prepare a filing system appropriate for the media and the documents being stored.
34.6.2 Prepare a retention system appropriate for the media and the documents being stored.
34.6.3 Identify the best method of records management (e.g., paper, electronic, geographic, chronological and alphabetical).
34.6.4 Perform electronic and manual filing operations.
34.6.5 Retrieve files.
34.6.6 Archive information according to retention procedures.
34.6.7 Perform a periodic audit of records (e.g., retention, purge, security, storage method).

Competency 34.7: Manage scheduling.

Descriptors:
34.7.1 Manage appointments according to professional staffs’ schedule.
34.7.2 Manage the appointment calendar (e.g., paper, electronic).
34.7.3 Process appointments in accordance with office protocol.
34.7.4 Coordinate appointments with multiple parties.
34.7.5 Coordinate internal and external services related to client matters.
34.7.6 Reserve conference rooms.
34.7.7 Confirm appointments.
34.7.8 Facilitate referrals for clients.
34.7.9 Schedule depositions.
34.7.10 Manage scheduling 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)
- *Select and use effective speaking strategies for a variety of audiences, situations and purposes.* (Communication: Oral and Visual C, 11-12)
Competency 34.8: Maintain the docket system.

Descriptors:
34.8.1 Coordinate and manage the document production schedule.
34.8.2 Control the calendar, tickler file and scheduling.
34.8.3 Notify attorney of deadlines.

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 34.9: Locate witnesses.

Descriptors:
34.9.1 Identify potential witnesses.
34.9.2 Conduct a manual search (e.g., relatives, phone book, neighbors).
34.9.3 Conduct an Internet-based search.
34.9.4 Verify witness’ identities.

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 34.10 Assist in preparing for litigation.

Descriptors:
34.10.1 Maintain the case file for trial, hearing, conference and/or settlement.
34.10.2 Organize pleadings, trial exhibits and other documents.
Correlated English Language Arts Academic Content Benchmarks

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

<table>
<thead>
<tr>
<th>BIL: Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU:</td>
</tr>
<tr>
<td>Managers</td>
</tr>
</tbody>
</table>

**Competency 34.11: Acquire information to guide business decision making.**

**Descriptors:**

34.11.1 Describe current business trends.
34.11.2 Monitor internal records for business information.
34.11.3 Conduct SWOT (strengths, weaknesses, opportunities, threats) for use in long-term planning.
34.11.4 Conduct an environmental scan to obtain business information.
34.11.5 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)
Unit 35: Knowledge Management

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Competency 35.1: Explore knowledge management.
Descriptors:
35.1.1 Describe why knowledge is considered an important asset for organizations.
35.1.2 Distinguish between explicit and tacit knowledge.
35.1.3 Explain why the difference between explicit and tacit knowledge is an important distinction in knowledge management.
35.1.4 State reasons for implementing knowledge management.
35.1.5 Recognize barriers to knowledge management.
35.1.6 Examine the financial potential of knowledge management to the enterprise.
35.1.7 Describe the role of knowledge workers and their relationship to knowledge management.

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 35.2: Discuss organizational culture and the role of knowledge management.
Descriptors:
35.2.1 Determine how an organization acquires culture.
35.2.2 Explain culture as tacit knowledge.
35.2.3 Explain the importance of organizational culture and its role in implementing knowledge management.

BIL: Recommended

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td></td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 35.3: Determine factors that affect knowledge management implementation.
Descriptors:
35.3.1 Identify cultural assumptions that derail a knowledge management approach.
35.3.2 Identify conditions that create favorable acceptance to knowledge management.
35.3.3 Create new values (rewards and recognitions) that support knowledge sharing.
BIL: Essential (Managers)  
Recommended (Support)

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Competency 35.4: Capture and transfer strategic knowledge.

Descriptors:

35.4.1 Identify factors that lead to loss of organizational knowledge.
35.4.2 Identify ways of preventing loss of knowledge.
35.4.3 Identify what knowledge is being lost in an organization.
35.4.4 Determine the consequences of knowledge loss.
35.4.5 Find solutions to knowledge loss.
35.4.6 Choose approaches in transferring strategic knowledge.
Unit 36: Operations Management

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>P</td>
<td>R</td>
</tr>
</tbody>
</table>

Competency 36.1: Explain production’s role and function in business.

Descriptors:
36.1.1 Explain the concept of production.
36.1.2 Describe production activities.
36.1.3 Describe the importance of production to an organization.
36.1.4 Discuss the importance of understanding the timeframe in which products are produced.
36.1.5 Identify inputs organizations use for production.
36.1.6 Distinguish between tangible and intangible outputs.
36.1.7 Describe goals of production activities.

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Competency 36.2: Perform shipping and mailing functions.

Descriptors:
36.2.1 Identify classes of mail and shipments.
36.2.2 Identify shipping services (e.g., priority, insured, certified, registered, overnight).
36.2.3 Identify types of shipping and mailing services (United Parcel Service [UPS], U.S. Postal Service, private carriers).
36.2.4 Process incoming and outgoing mail and packages.
36.2.5 Identify delivery requirements (e.g., package, domestic, international).
36.2.6 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 36.3: Implement expense control strategies.

Descriptors:
36.3.1 Explain overhead and operating costs.
36.3.2 Explain the employee’s role in expense control.
36.3.3 Control use of supplies.
36.3.4 Negotiate service and maintenance contracts.
36.3.5 Negotiate the lease or purchase of a facility.
36.3.6 Conduct analyses to identify needs for the office setting to operate in a cost-effective and efficient manner.
36.3.7 Develop expense control plans.
36.3.8 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 36.4: Maintain property and equipment.

Descriptors:
36.4.1 Identify routine activities for maintaining business facilities and equipment.
36.4.2 Schedule routine equipment maintenance and repairs.
36.4.3 Plan a maintenance program.
36.4.4 Monitor property maintenance needs.
36.4.5 Manage space leased to outside tenants within the building.
36.4.6 Assist in designing office space to maximize its use.
Competency 36.5: Open and close the legal office.
Descriptors:
36.5.1 Identify considerations when opening and closing the legal office.
36.5.2 Follow procedures for opening and closing the legal office.

Correlated Mathematics Academic Content Benchmarks

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

Vendor/Supplier Relationships

Competency 36.6: Describe vendor/supplier relationships.
Descriptors:
36.6.1 Explain the importance of good vendor/supplier relationships.
36.6.2 Describe techniques for maintaining vendor/supplier relationships.

Competency 36.7: Conduct a vendor/supplier search.
Descriptors:
36.7.1 Identify ways of locating vendors/suppliers.
36.7.2 Explain use of technology in conducting vendor/supplier searches.
36.7.3 Describe procedures for conducting vendor/supplier searches.
36.7.4 Explain reasons for analyzing a vendor/supplier.
36.7.5 Identify potential vendors/suppliers (e.g., approved, preferred, partnered, certified, pre-qualified, certifiable and disqualified).
Purchasing

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I</td>
</tr>
</tbody>
</table>

Competency 36.8: Purchase business supplies, equipment and services.
Descriptors:
36.8.1 Process purchase requisitions for needed supplies.
36.8.2 Place orders and reorders.
36.8.3 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)

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I</td>
</tr>
</tbody>
</table>

Competency 36.9: Develop purchasing procedures.
Descriptors:
36.9.1 Identify office technology, equipment, supplies and furnishing needs (e.g., financial or word processing software, individual office needs, office equipment).
36.9.2 Conduct a comparative analysis for purchasing (e.g., quantity orders, individual or group, Internet, costs, features).
36.9.3 Compare features and costs to make a decision for purchase.
36.9.4 Seek competitive bids.
36.9.5 Maintain a depreciation schedule for equipment items.
36.9.6 Recommend purchases to the employer for a final decision.
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)
- Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner. (Mathematical Processes H, 8-10)

Quality

**BIL:** Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 36.10: Describe the crucial components of a quality culture.

Descriptors:
36.10.1 Define quality.
36.10.2 Define continuous improvement of the quality process.
36.10.3 Explain reasons businesses focus on quality strategies.
36.10.4 Explain the importance of continuous improvement to business.
36.10.5 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 36.11: Manage quality achievement.

Descriptors:
36.11.1 Explain the importance of management’s commitment to quality achievement.
36.11.2 Describe tools that management can use to improve quality.
36.11.3 Determine the cost implications for quality attainment.
36.11.4 Develop a plan and/or program for achieving quality.
36.11.5 Develop and implement a process improvement program.
36.11.6 Develop a measurement system for reporting return on investment (ROI).

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 36.12: Implement quality control processes.

Descriptors:
36.12.1 Explain factors impacting implementation of quality control measures.
36.12.2 Apply quality tools.
36.12.3 Conduct analyses to identify needs for the office setting to operate in a cost effective and efficient manner.
36.12.4 Establish efficient operating systems.
Unit 37: Project Management

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
</tbody>
</table>

Competency 37.1: Describe project management.
Descriptors:
37.1.1 Describe common project characteristics.
37.1.2 Describe the role of the project manager.
37.1.3 Describe the interpersonal skills that a successful project manager needs.
37.1.4 Summarize the reasons why an organization would use a project-based plan and for what purpose.
37.1.5 Define the roles of project stakeholders.
37.1.6 Define common project inputs and outputs.
37.1.7 Explain how a project team meets project requirements.
37.1.8 Describe a project management system.

BIL: Essential

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>1</td>
<td></td>
<td>P</td>
</tr>
</tbody>
</table>

Competency 37.2: Employ standard project management processes.
Descriptors:
37.2.1 Identify the stages of project management processes (i.e., initiate, plan, execute, control, close).
37.2.2 Explain the interrelationships among the project management processes.
37.2.3 Explain selection decisions needed for project management processes.
37.2.4 Complete a project using standard project management processes.
Unit 38: Human Resources Management

BIL: Essential

<table>
<thead>
<tr>
<th>EDU</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Competency 38.1: Describe human resources management’s functions and importance to an organization.

Descriptors:

38.1.1 Identify responsibilities of the human resources management unit.
38.1.2 Explain the role of ethics in human resources management.

BIL: Essential

<table>
<thead>
<tr>
<th>EDU</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Competency 38.2 Implement organizational skills to facilitate the work efforts of others.

Descriptors:

38.2.1 Delegate work to others.
38.2.2 Schedule employees.
38.2.3 Assist employees with prioritizing work responsibilities.

BIL: Essential

<table>
<thead>
<tr>
<th>EDU</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>P</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Competency 38.3: Coordinate efforts of cross-functional teams to achieve project and company goals.

Descriptors:

38.3.1 Manage collaborative efforts.
38.3.2 Move employees into and out of projects.
38.3.3 Harmonize tasks, projects and employees in the context of business priorities.
38.3.4 Coordinate the efforts of outside consultants to audit office activities.

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

<table>
<thead>
<tr>
<th>EDU:</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>P</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Competency 38.4: Hire new employees.

Descriptors:

38.4.1 Analyze staffing issues that impact hiring decisions.
38.4.2 Determine hiring needs.
38.4.3 Develop job descriptions.
38.4.4 Establish selection criteria for new hires.
38.4.5 Recruit new and existing employees.
38.4.6 Screen job applications and résumés.
38.4.7 Interview job applicants.
38.4.8 Select new and existing employees for job openings.
38.4.9 Make job offers.
38.4.10 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 38.5: Perform employee retention activities.

Descriptors:
38.5.1 Orient new employees.
38.5.2 Design a training program.
38.5.3 Train new employees.
38.5.4 Identify and administer human resources development.
38.5.5 Coach employees.
38.5.6 Recognize and reward employees.
38.5.7 Supervise staff.
38.5.8 Ensure equitable opportunities for employees.
38.5.9 Develop an employee evaluation and appraisal system.
38.5.10 Assess employee performance.
38.5.11 Design a discipline protocol.
38.5.12 Discipline employees.
38.5.13 Implement dispute resolution policies and procedures.
38.5.14 Explain the roles of labor and management.
38.5.15 Discuss employee and labor relations issues.
38.5.16 Evaluate strategies for building cooperative employer-employee relationships.
38.5.17 Explain retirement planning.
38.5.18 Design an employee compensation and benefits package.

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)
Competency 38.6: Conduct employee exiting functions.

Descriptors:
38.6.1 Determine and follow procedures prior to dismissing or firing employees.
38.6.2 Determine the strategic importance of the employee exit.
38.6.3 Adhere to employment-at-will regulations.
38.6.4 Release staff due to layoffs.
38.6.5 Terminate staff for cause.
38.6.6 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)

Competency 38.7: Investigate compliance with employment laws.

Descriptors:
38.7.1 Uphold laws in organizational policies and procedures.
38.7.2 Research HR policies, laws and regulations.
38.7.3 Monitor HR functions within the legal practice (e.g., observe, document, investigate, discipline).

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

- Obtain and evaluate information from public records and other resources related to a public policy issue. (Social Studies Skills and Methods A, 11-12)
- Critique data and information to determine the adequacy of support for conclusions. (Social Studies Skills and Methods B, 11-12)
Unit 39: Legal System

BIL: Essential

<table>
<thead>
<tr>
<th>EDU</th>
<th>10</th>
<th>12</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paralegals</td>
<td>P</td>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

Competency 39.1: Explain legal rights and responsibilities.

Descriptors:

39.1.1 Describe different types of laws and their major functions to serve society.
39.1.2 Identify areas of law.
39.1.3 Discuss which areas of law are relevant to a particular situation.
39.1.4 Identify the rules of law affecting minors.
39.1.5 Identify difference between substantive and procedural law.
39.1.6 Define the concepts of duty, breach and proximate cause.
39.1.7 Define types of damages that can be awarded and what needs to be established to collect.
39.1.8 Discuss a person’s rights in court (e.g., right to appeal, right to counsel, right to a record).
39.1.9 Explain discovery tools.
39.1.10 Define statutes of limitations for areas of law.

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 Social Studies Academic Content Benchmarks

- Explain how the exercise of a citizen’s rights and responsibilities helps to strengthen a democracy. (Citizenship Rights and Responsibilities B, 11-12)
Competency 39.2: Describe the court system.

Descriptors:

39.2.1 Describe the differences between criminal and civil law.
39.2.2 Differentiate procedures for civil lawsuit versus criminal proceedings from initial filing through appeal.
39.2.3 Discuss the remedies available through civil litigation.
39.2.4 Describe differences between state and federal court systems.
39.2.5 Describe how a case goes to trial.
39.2.6 Discuss the differences in functions and procedures among trial courts, appellate courts and administrative hearings.
39.2.7 Discuss the functions performed by officials involved in the court system (e.g., attorneys, judges, court clerks, court reporters, investigators).

Competency 39.3: Describe trust, estate and probate laws.

Descriptors:

39.3.1 Explain information needed to administer an estate.
39.3.2 Identify legal procedures of testamentary letters and letters of administration through probate.
39.3.3 Identify legal procedures pertinent to estates.
39.3.4 Describe court documents commonly filed in connection with estate administration.
39.3.5 Identify tax returns required for an estate.
39.3.6 Identify wills and trusts.
39.3.7 Explain types of power of attorney (POA) documents.
39.3.8 Explain the differences between intrastate and interstate.
39.3.9 Discuss the process of filing wills for probate.

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 39.4: Describe family and domestic relations law.
Descriptors:
39.4.1 Explain procedures for adoption, custody and guardianship processing.
39.4.2 Describe legal considerations with elder care.
39.4.3 Explain Medicare and Medicaid.
39.4.4 Interpret laws and guidelines for assisted living.

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 39.5: Describe immigration law.
Descriptors:
39.5.1 Identify paperwork for naturalization.
39.5.2 Explain how to apply for a work permit.
39.5.3 Identify paperwork for client application for a Green Card.

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)