|  |  |
| --- | --- |
| **Outcome** | **1.1** **Employability Skills:** Develop career awareness and employability skills (e.g., face-to-face, online) needed for gaining and maintaining employment in diverse settings. |
| **Competencies** | 1.1.2 Identify the scope of career opportunities and the requirements for education, training, certification, licensure, and experience.  1.1.5 Develop strategies for self-promotion in the hiring process (e.g., filling out job applications, résumé writing, interviewing skills, portfolio development). |

|  |  |
| --- | --- |
| **Outcome** | **1.2 Leadership and Communications:** Process, maintain, evaluate and disseminate information in a business. Develop leadership and team building to promote collaboration. |
| **Competencies** | 1.2.2Deliver formal and informal presentations.  1.2.5 Communicate information (e.g., directions, ideas, vision, workplace expectations) for an intended audience and purpose.  1.2.12 Use technical writing skills to complete forms and create reports. |

|  |  |
| --- | --- |
| **Outcome** | **1.3** **Business Ethics and Law:** Analyze how professional, ethical, and legal behavior contributes to continuous improvement in organizational performance and regulatory compliance. |
| **Competencies** | 1.3.3 Use ethical character traits consistent with workplace standards (e.g., honesty, personal integrity, compassion, justice).  1.3.9 Identify potential conflicts of interest (e.g., personal gain, project bidding) between personal, organizational, and professional ethical standards. |

|  |  |
| --- | --- |
| **Outcome** | **1.4 Knowledge Management and Information Technology:** Demonstrate current and emerging strategies and technologies used to collect, analyze, record and share information in business operations. |
| **Competencies** | 1.4.2 Select and use software applications to locate, record, analyze and present information (e.g., word processing, e-mail, spreadsheet, databases, presentation, Internet search engines). |

|  |  |
| --- | --- |
| **Outcome** | **1.9** **Financial Management:** Use financial tools, strategies, and systems to develop, monitor, and control the use of financial resources to ensure personal and business financial well-being. |
| **Competencies** | 1.9.1 Create, analyze, and interpret financial documents (e.g., budgets, income statements).  1.9.2 Identify tax obligations.  1.9.8 Identify income sources and expenditures.  1.9.10 Identify the role of depreciation in tax planning and liability. |

|  |  |
| --- | --- |
| **Outcome** | **2.1** **Business Activities:** Relate business functions to business models, business strategies and organizational goal achievement. |
| **Competencies** | 2.1.5 Describe the need for and role of accounting and finance (e.g., understanding accounting treatment, verifying information, analyzing variances, guiding decision-making), and explain how they interact with and impact other business activities or functions. |

|  |  |
| --- | --- |
| **Outcome** | **3.1** **Customer Relations:** Apply techniques, strategies and tools to develop, maintain and grow positive internal and external customer, or client, relationships. |
| **Competencies** | 3.1.5 Maintain confidentiality or privacy of internal and external customers. |

|  |  |
| --- | --- |
| **Outcome** | **3.2 Relationship Management:** Apply techniques and strategies to develop, maintain and grow positive relationships with employees, peers and stakeholders. |
| **Competencies** | 3.2.11 Manage internal and external business relationships to foster positive interactions, and strategically plan and leverage business relationships for growth. |

|  |  |
| --- | --- |
| **Outcome** | **4.6 Corporate Social Responsibility (CSR):** Interpret, apply and communicate an organization’s ethics and social responsibility policies and code of conduct in routine and ambiguous situations. |
| **Competencies** | 4.6.2 Compare and contrast ethical challenges across industry sectors (e.g., healthcare, financial services, consumer products, manufacturing, retail) and functional areas (e.g., marketing, human resources, financial reporting). |

|  |  |
| --- | --- |
| **Outcome** | **4.7 Governance Structures:** Relate governance structures to organizational goal achievement. |
| **Competencies** | 4.7.2 Describe the relationship between governance structures, ownership structures (e.g., corporation, privately owned, nonprofit, limited-liability companies) and organizational size and reach (e.g., microenterprise, middle-market, large corporate, multinational, global).  4.7.3 Explain the roles and responsibilities of governing committees (e.g., Board of Directors, Audit and Finance Committees, Risk Committees), strategies used to fulfill these responsibilities and the impact on strategic planning and management functions (i.e., planning, organizing, directing, staffing and controlling).  4.7.5 Identify the elements of a corporate governance structure that impact staff decision-making authority.  4.7.6 Determine situations in which escalation to a governance member is appropriate. |

|  |  |
| --- | --- |
| **Outcome** | **6.2 Information Management:** Institute and evaluate information management tools, policies, procedures and strategies to achieve business unit and organizational goals. |
| **Competencies** | 6.2.3 Monitor and audit internal records. |

|  |  |
| --- | --- |
| **Outcome** | **7.3 Inventory Management:** Plan, acquire, maintain, and monitor inventory to support the achievement of organizational goals. |
| **Competencies** | 7.3.13 Conduct inventory valuation. |

|  |  |
| --- | --- |
| **Outcome** | **8.1 Business Process Analysis:** Conduct business process analysis to identify, analyze, and solve business problems and improve process performance. |
| **Competencies** | 8.1.1 Explain approaches for documenting business processes that identify risks, controls and performance issues.  8.1.2 Document the process activities, records or information and systems involved in business activities (e.g., developing new products, acquiring new customers, producing inventory for sale, selling goods and services, managing people). |

|  |  |
| --- | --- |
| **Outcome** | **8.4 Contract Oversight:** Administer contracts to achieve organizational goals and minimize risk. |
| **Competencies** | 8.4.1 Distinguish among types of contracts (e.g., vendor contracts, labor agreement, statement of work, master services agreement, letters of intent, memorandums of understanding).  8.4.2 Explain contract structures and their associated risks, terms, and conditions.  8.4.3 Identify financial arrangements in contracts and the financial information required to verify compliance with the contract terms (e.g., cost plus pricing, contingent pricing, time and materials pricing, profit-sharing, percentage-based fees).  8.4.4 Identify contract terms that might restrict future business activity (e.g., required credit rating, maximum debt-to-equity ratio, minimum cash reserve, prohibited lease transactions, shared information).  8.4.5 Identify contract terms that mandate reporting of financial and non-financial information, and establish processes to collect and submit required information.  8.4.11 Maintain contract compliance documentation for required timeframe. |

|  |  |
| --- | --- |
| **Outcome** | **9.1 Financial Principles:** Apply tools, strategies, and systems to plan and monitor the use of financial resources. |
| **Competencies** | 9.1.1 Compare and contrast types of business, types of business ownership, and the role of profit and taxes in influencing business structure.  9.1.4 Determine risks to short-term and long-term business strategy using critical information on financial documents (e.g., pay register, bank statements, income tax forms, financial statements).  9.1.5 Explain how accounting and accounting standards impact business financial performance, and distinguish between cash and accrual methods of accounting.  9.1.6 Distinguish among profit, cash flows, and return on investment (ROI) measures; and identify factors that could cause different outcomes within these three measures of business performance.  9.1.7 Interpret cost-benefit analysis and revenue analysis (e.g., total revenue, marginal revenue, output, profit).  9.1.8 Describe fiscal year and the factors driving businesses to select different fiscal years in different industries.  9.1.9 Calculate sales and financial ratios.  9.1.10 Forecast sales, and interpret financial ratios.  9.1.11 Calculate insurable losses.  9.1.12 Review and analyze business tax returns to profile a business. |

|  |  |
| --- | --- |
| **Outcome** | **9.2 Corporate Investments:** Implement tools and strategies to evaluate business performance for investment purposes. |
| **Competencies** | 9.2.4 Compare business performance within and across industry sectors using financial analysis (e.g., ratio analysis, trend analysis, fundamental analysis).  9.2.5 Predict business performance using financial statements and financial analysis, and describe the limitations of financial analysis. |

|  |  |
| --- | --- |
| **Outcome** | **9.3 Financial Risk Management:** Evaluate corporate finances, profits, structure, and growth to gain an understanding of the general health and prospects for future growth. |
| **Competencies** | 9.3.1 Evaluate and forecast company performance using business ratios (e.g., liquidity ratios, efficiency ratios, debt leverage ratios, market ratios)and peer-to-peer comparisons, and identify incongruent relationships for further review. |

|  |  |
| --- | --- |
| **Outcome** | **9.4 Internal Controls:** Establish suitable internal controls to ensure the proper recording and reporting of transactions in compliance with applicable standards. |
| **Competencies** | 9.4.1 Describe the impact of financial reporting and internal control regulations on control requirements (e.g., Sarbanes-Oxley Act of 2002, Dodd-Frank Wall Street Reform Act, Model Audit Rule, Government Accountability Standards).  9.4.2 Assess and identify the risk of errors and fraud in transactions and accounts (e.g., unusual activity, abnormal variations).  9.4.3 Assess the effectiveness of internal controls.  9.4.4 Develop and implement internal control procedures (e.g., cash controls, inventory controls, payroll controls, capital asset controls, data protection, personal information controls).  9.4.5 Inspect and ensure the continued functioning of internal controls.  9.4.6 Analyze the impact of organizational growth and complexity on the effectiveness of internal controls. |

|  |  |
| --- | --- |
| **Outcome** | **9.5 Financial Accounting:** Track, record, and summarize financial transactions to enable accurate reporting of financial activity to external parties. |
| **Competencies** | 9.5.1 Describe how basic accounting principles and requirements of accounting-standards setting bodies impact the accounting and auditing process (e.g., Generally Accepted Accounting Principles [GAAP], required set of financial statements).  9.5.2 Explain the accounting concepts that form the basis for accounting systems that comply with GAAP (e.g., accounting cycle, accounting method, accounting equation).  9.5.3 Create a GAAP-compliant chart of accounts providing a sufficient level of detail to support managerial objectives (e.g., cost center reporting).  9.5.4 Predict balance sheet changes using the accounting equation and account characteristics (e.g., debit or credit).  9.5.5 Classify and record standard business transactions (e.g., cash, accounts receivable, accounts payable, inventory, plant assets) to the general ledger using journals and reconciliation rules to reduce errors.  9.5.6 Identify, evaluate, and determine the accounting for nonstandard transactions.  9.5.7 Record adjusting entries, closing entries, and post-closing correcting and reversing entries to general ledger accounts using journals (e.g., depreciation, allowances, consolidation).  9.5.8 Classify asset and liability accounts into current and non-current categories.  9.5.9 Manage accounting processes in accordance with accounting standards and organizational policies and procedures (e.g., cash, accounts receivable, accounts payable, inventory usage valuation, payroll expenses and benefits, long-term assets, intangible assets).  9.5.10 Summarize accounting data in trial balances, worksheets, and financial statements.  9.5.11 Perform procedures to validate accuracy of accounting data, to identify errors and to make corrections (e.g., review trial balance, reconcile cash, proof ledgers, count inventory).  9.5.12 Calculate and process tax and benefit payments.  9.5.13 Perform automated accounting functions using available hardware and software applications.  9.5.14 Identify and preserve accounting information in compliance with regulations and policies. |

|  |  |
| --- | --- |
| **Outcome** | **9.6 Financial Reporting and Auditing:** Perform specialized accounting; and summarize, report, and evaluate the accuracy of a company’s financial information. |
| **Competencies** | 9.6.1 Explain the importance of accurately reporting a business’s financial position and activities, the types of systems that are used for that purpose (i.e., tax systems, financial, cost systems) and the linkage to operational systems (i.e., enterprise systems).  9.6.2 Determine the level and type of reporting required to achieve business objectives and comply with regulatory requirements (e.g. compilation, audit, GAAP, IFRS, SME, fund accounting).  9.6.3 Account for partnership activity and allocation of partnership profits and losses in accordance with partnership agreements.  9.6.4 Account for corporate equity activity (e.g., stock issuance, dividends, stock repurchases).  9.6.5 Account for specialized transactions (e.g., acquisitions, disposals).  9.6.6 Describe the elimination process to account for consolidated entities and the purpose of consolidated financial reports.  9.6.7 Determine accounts and transactions requiring adjustments for local versus international accounting requirements.  9.6.8 Identify tax accounting differences (e.g., accelerated depreciation).  9.6.9 Analyze financial statements and accounts to prepare supplemental schedules and reports that comply with reporting requirements (e.g., notes to financial statements, management discussion and analysis, sustainability disclosures, earnings per share disclosure).  9.6.10 Prepare and file financial reports and business tax returns.  9.6.11 Identify the requirements associated with planning, conducting, supervising, and reporting the results of internal and external audits in accordance with auditing and attestation standards and state regulations.  9.6.12 Comply with internal and external confidentiality and non-disclosure requirements. |

|  |  |
| --- | --- |
| **Outcome** | **9.7 Managerial Accounting:** Track, report, and analyze a company’s financial information to enable decision-making by internal parties. |
| **Competencies** | 9.7.3 Apply cost accounting techniques to challenge prices and to calculate cost of goods sold (e.g., job and process costing, activity-based costing).  9.7.7 Project future revenues and expenses for budgeting and forecasting purposes. |