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| **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. |

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| **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.  1.2.4 Use negotiation and conflict-resolution skills to reach solutions.  1.2.5 Communicate information (e.g., directions, ideas, vision, workplace expectations) for an intended audience and purpose.  1.2.7 Use problem-solving and consensus-building techniques to draw conclusions and determine next steps.  1.2.10 Use interpersonal skills to provide group leadership, promote collaboration, and work in a team.  1.2.12 Use technical writing skills to complete forms and create reports. |

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| **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). |

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| **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  1.9.3 Review and summarize savings, investment strategies, and purchasing options (e.g., cash, lease, finance, stocks, bonds).  1.9.4 Identify credit types and their uses in order to establish credit.  1.9.5 Identify ways to avoid or correct debt problems.  1.9.6 Explain how credit ratings and the criteria lenders use to evaluate repayment capacity affect access to loans.  1.9.7 Review and summarize categories (types) of insurance and identify how insurances can reduce financial risk.  1.9.8 Identify income sources and expenditures.  1.9.9 Compare and contrast different banking services available through financial institutions.  1.9.10 Identify the role of depreciation in tax planning and liability. |

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| **Outcome** | **2.2 Economic Principles:** Relate principles and concepts of applied economics to business models, business activities and organizational goal achievement. |
| **Competencies** | 2.2.6 Distinguish between gross and net profit, identify factors affecting a business’s profit (e.g., demand, chance, pricing, expenses, costs, the economy), and recognize controllable and non-controllable expenses |

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| **Outcome** | **2.3 International Business:** Relate factors impacting international business to internal business operations, practices and strategies. |
| **Competencies** | 2.3.13 Describe costs associated with global business, methods used to analyze those costs and the role of outsourcing and offshoring in cost management. |

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| **Outcome** | **3.3 Business Communications Management:** Apply strategies and procedures to plan, create, implement, and evaluate internal and external company communications. |
| **Competencies** | 3.3.4 Implement strategies to solicit feedback.  3.3.5 “Sell” ideas to internal and external audiences.  3.3.6 Communicate the business’s plans, strategies and procedures, and verify the understanding of recipients.  3.3.13 Interpret research data into information for decision-making (e.g., interpret descriptive statistics, correlations), and translate findings into actionable business recommendations.  3.3.14 Communicate research information to others (e.g., display data in charts or graphs, prepare presentations, prepare written reports). |

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| **Outcome** | **6.1 Management Fundamentals:** Describe business management practices and their contributions to goal achievement and organizational success. |
| **Competencies** | 6.1.3 Describe the types of resources managed in business and their significance in business operations, and explain the differences between managing internal versus external resources.  6.1.4 Explain the purposes and nature of management functions (e.g., strategic and tactical planning, organizing, directing, staffing, controlling), and describe considerations in the business environment that impact their use.  6.1.6 Explain the expectations-setting process as a motivational strategy and a management control for both upward and downward management.  6.1.10 Describe the need for and impact of quality management in organizations.  6.1.11 Explain the role of supply chain management and its contributions to business operations; and identify its activities, measures and issues. |

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| **Outcome** | **6.2 Information Management:** Institute and evaluate information management tools, policies, procedures and strategies to achieve business unit and organizational goals. |
| **Competencies** | 6.2.7 Conduct an environmental scan to obtain information on the internal and external business environment and to identify changing conditions and current issues or trends impacting business (e.g, business intelligence, insights). |

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| **Outcome** | **6.3 Business Applications:** Apply tools, processes and procedures to manage the efficient and effective use of technology to achieve organizational goals. |
| **Competencies** | 6.3.2 Mine standard databases (e.g., accounting, customer, product, vendor, sales, operations, human resources, patient, supplier, procurement), apply analytical tools, and interpret the findings. |
| **Outcome** | **7.2 Sourcing and Procurement:** Implement sourcing and procurement activities to obtain resources that enable achievement of organizational goals and objectives and to enhance the organization’s financial wellbeing. |
| **Competencies** | 7.2.3 Evaluate the impact of using global sources.  7.2.6 Monitor and evaluate vendor performance and relationships (e.g., supplier visits, scorecards).  7.2.10 Evaluate whether to make or buy products. |

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| **Outcome** | **7.3 Inventory Management:** Plan, acquire, maintain, and monitor inventory to support the achievement of organizational goals. |
| **Competencies** | 7.3.1 Calculate the cost of carrying inventory.  7.3.2 Identify the advantages and disadvantages of Just-in-Time(JIT) inventory processes.  7.3.3 Describe the factors considered in establishing inventory thresholds (e.g., tolerance for stock-outs, supply chain process goals).  7.3.4 Maintain inventory systems and controls to efficiently monitor, safeguard, and replenish inventory (e.g., JIT, Lean, FIFO, LIFO, inventory counts) based on usage levels, lead times, and forecasts.  7.3.12 Assess distribution strategies (sales or stock performance, inventory status or performance) using performance metrics. |

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| **Outcome** | **7.4 Quality Management:** Design, implement, and manage quality-control processes to minimize errors, expedite workflow, and achieve performance objectives at a reasonable cost, using continuous improvement techniques (e.g., lean, Six Sigma or DMAIC [Define, Measure, Analyze, Improve, Control]). |
| **Competencies** | 7.4.4 Utilize quantitative and qualitative quality control measures and methods to evaluate prevention, appraisal, and internal and external failures (e.g., mean time to failure, mean time to repair, training scores, scrap analysis, complaint analysis, warranty analysis).  7.4.6 Analyze and report quality of products and services using recognized quality standards and specifications.  7.4.8 Select, apply, and interpret quality tools to manage the quality process (e.g., flowcharts, Pareto charts, cause and effect diagrams, check sheets, scatter diagrams, histograms.) |
| **Outcome** | **9.1 Financial Principles:** Apply tools, strategies, and systems to plan and monitor the use of financial resources. |
| **Competencies** | 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).  9.1.9 Calculate sales and financial ratios.  9.1.10 Forecast sales, and interpret financial ratios.  9.1.14 Monitor and calculate profitability and return on investment (ROI).  9.1.15 Explain the impact of net present value and opportunity costs on capital investment decisions. |

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| **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. |

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| **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.  9.3.2 Calculate internal performance measures (e.g., product-line profitability, business unit profitability, return on investments, working capital).  9.3.3 Calculate cash needs using the time value of money.  9.3.5 Set achievable business financial goals using internal and external economic indicators.  9.3.6 Measure cost-effectiveness of expenditures.  9.3.7 Analyze transactions and accounts (e.g. purchases, sales, sales returns and allowances) to identify manageable risks and opportunities. |

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| **Outcome** | **9.7 Managerial Accounting:** Track, report, and analyze a company’s financial information to enable decision-making by internal parties. |
| **Competencies** | 9.7.1 Select cost accounting technique, and determine processes and procedures required to effectively and efficiently implement it.  9.7.2 Track and allocate costs to projects and cost centers (e.g., job order cost sheets, standard cost application, overhead calculation).  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).  9.7.4 Calculate break-even; and analyze cost, volume, and profit variances (c-v-p).  9.7.5 Set break-even and c-v-p targets.  9.7.6 Apply cost and revenue data for short-term and long-term decision-making, strategic planning, and forecasting.  9.7.7 Project future revenues and expenses for budgeting and forecasting purposes.  9.7.8 Interpret pro-forma financial statements (e.g., balance sheet, income statement, cash flow statement) to determine impact of a proposed action.  9.7.9 Develop budgeting process (e.g., top-down, bottom-up, incremental) to support business goals and objectives.  9.7.10 Prepare budget and forecast reports (e.g., overhead, production, operating, capital expenditure) and budgeted operating statements using preliminary budget detail.  9.7.11 Calculate quality costs (e.g., prevention, appraisal, failure).  9.7.12 Improve budgeting and forecasting accuracy. |

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| **Outcome** | **10.4 Cash Management:** Monitor and control internal and external cash flows and currencies. |
| **Competencies** | 10.4.1 Prepare short-term, medium-term, and long-term cash budgets to determine a company’s cash requirements.  10.4.9 Use variance analysis to correct errors in forecasts and budgets. |

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| **Outcome** | **10.5 Capital Management:** Explain capital structures used to support organizational liquidity and solvency. |
| **Competencies** | 10.5.1 Select technique to analyze proposed capital investments based on advantages, disadvantages, and available information (e.g., payback, net present value, internal rate of return).  10.5.2 Select appropriate technique to evaluate and prioritize business project funding (e.g., discounted cash flows, marginal analysis, cost-benefit analysis).  10.5.3 Evaluate the impact of capital expenditures budgets on liquidity, competitiveness, solvency, and goal-setting. |