Postsecondary
Human Resources Management
Specialty
Competency 79.1: Describe business management.
Descriptors:
79.1.1 Explain the purpose of management in business organizations (e.g., leader, manager, organizer, spokesperson, problem solver).
79.1.2 Describe functions of management (e.g., planning, leading, organizing, delegating, controlling).
79.1.3 Identify management levels and their roles in the organization.
79.1.4 Discuss management theories.
79.1.5 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)

Competency 79.2: Discuss the integration of management functions into an organization.
Descriptors:
79.2.1 Discuss the importance of vision, mission and goal setting within the context of the business environment.
79.2.2 Describe the role of the strategic planning process within an organization.
79.2.3 Explain how management uses resources in the organizing process to accomplish goals.
79.2.4 Discuss management skills necessary for leading and directing at various management levels.
79.2.5 Discuss the importance of the evaluating and controlling function in the business environment.
79.2.6 Describe the impact that employment and social laws may have on leading and managing business.
Competency 79.3: Demonstrate management skills and responsibilities.

Descriptors:
79.3.1 Apply management functions that are needed to complete a given task.
79.3.2 Develop effective business goals (e.g., specific, measurable, achievable, realistic, time bound).

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 79.4: Develop change management programs.

Descriptors:
79.4.1 Describe factors and elements of change management programs and activities.
79.4.2 Describe problems in change management program execution.
79.4.3 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 79.5: Establish benchmarks.

Descriptors:
79.5.1 Discuss performance measurements that can be used in benchmarking.
79.5.2 Collect information from key business and industry sources about their practices and developments.
79.5.3 Interpret information about industry practices and developments.
79.5.4 Establish relationships and alliances with key individuals and groups to share best practices.
79.5.5 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 79.6: Participate in strategic planning and policymaking.

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

Correlated English Language Arts Academic Content Benchmarks

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

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

Correlated Social Studies Academic Content Benchmarks

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

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Competency 79.7: Evaluate the results of business goals and objectives.

Descriptors:
79.7.1 Identify programs and processes for improving business results.
79.7.2 Discuss alternative actions to take when goals are not met for a specific reason (e.g., changing goals, changing strategies).
79.7.3 Select an alternative that best matches the business need.
79.7.4 Effectively implement the new program or process.
79.7.5 Measure the effectiveness of the new program or process.

Correlated Mathematics Academic Content Benchmarks

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

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Competency 79.8: Analyze cost/profit relationships to guide business decision making.

Descriptors:
79.8.1 Explain the concept of productivity.
79.8.2 Analyze the effects of government expenditures and tax policies on productivity.
79.8.3 Analyze the impact of specialization/division of labor on productivity.
79.8.4 Explain the economic concepts of efficiency and equity.
79.8.5 Explain the concept of organized labor and business.
79.8.6 Explain the impact of the law of diminishing returns.
79.8.7 Describe the concept of economies of scale.
79.8.8 Describe cost/benefit analysis.
79.8.9 Determine relationships among total revenue, marginal revenue, output and profit.

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)
- 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 80: Entrepreneurship

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Competency 80.1: Employ entrepreneurial discovery strategies to generate feasible ideas for business ventures.

Descriptors:
80.1.1 Explain the need for entrepreneurial discovery strategies to generate feasible ideas for business ventures.
80.1.2 Discuss the entrepreneurial discovery processes.
80.1.3 Assess global trends and opportunities.
80.1.4 Identify opportunities for venture creation.
80.1.5 Assess opportunities for venture creation.
80.1.6 Describe idea-generation methods.
80.1.7 Generate venture ideas.
80.1.8 Determine the feasibility of ideas.

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

Correlated Mathematics Academic Content Benchmarks

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

Correlated Social Studies Academic Content Benchmarks

- Critique data and information to determine the adequacy of support for conclusions. (Social Studies Skills and Methods B, 11-12)
Competency 80.2: Develop concept for new business venture to evaluate its success potential.

Descriptors:
80.2.1 Describe entrepreneurial planning considerations.
80.2.2 Explain tools used by entrepreneurs for venture planning.
80.2.3 Assess start-up requirements.
80.2.4 Assess risks associated with the venture.
80.2.5 Describe external resources useful to entrepreneurs during concept development.
80.2.6 Assess the need for using external resources for concept development.
80.2.7 Describe strategies for protecting intellectual property.
80.2.8 Identify business plan components.
80.2.9 Use components the of business plan to define the venture idea.

Correlated English Language Arts Academic Content Benchmarks

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

Correlated Mathematics Academic Content Benchmarks

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

Correlated Social Studies Academic Content Benchmarks

- Work in groups to analyze an issue and make decisions. (Social Studies Skills and Methods D, 11-12)
Competency 80.3: Determine needed resources for a new business venture to contribute to its startup viability.

Descriptors:
80.3.1 Distinguish between debt and equity financing for venture creation.
80.3.2 Describe processes used to acquire adequate financial resources for venture creation and startup.
80.3.3 Select sources of financing venture creation and startup.
80.3.4 Explain factors to consider in determining a venture’s human resources needs.
80.3.5 Explain considerations in deciding to hire staff.
80.3.6 Describe considerations in selecting capital resources.
80.3.7 Investigate capital resources needed for the venture.
80.3.8 Assess the costs and benefits associated with resources.

Correlated English Language Arts Academic Content Benchmarks

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

Correlated Mathematics Academic Content Benchmarks

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

Competency 80.4: Investigate launch strategies.

Descriptors:
80.4.1 Use external resources to supplement entrepreneur’s expertise.
80.4.2 Explain the complexity of business operations.
80.4.3 Evaluate risk-taking opportunities.
80.4.4 Explain the need for business systems and procedures.
80.4.5 Describe interrelationships of organizational models (e.g., line, line and staff, functional).
80.4.6 Describe line versus staff departments and the authority relationship between them.
80.4.7 Describe the use of operating procedures.
80.4.8 Explain methods and/or processes for organizing work flow.
80.4.9 Develop a product and/or service.
80.4.10 Use creative problem solving in business activities and decisions.
80.4.11 Explain the impact of resource productivity on venture success.
80.4.12 Create processes for ongoing opportunity recognition.
80.4.13 Develop a plan for investing resources into improving current products or creating new ones.
80.4.14 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)
Competency 80.5: Select harvesting strategies to identify the entrepreneur’s role in the business venture.

Descriptors:
80.5.1 Explain the need for continuation planning.
80.5.2 Describe methods of venture harvesting.
80.5.3 Evaluate options for continued venture involvement.
80.5.4 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 81: Marketing

BIL: Essential

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Competency 81.1: Describe marketing’s role and function in business.

Descriptors:
81.1.1 Explain marketing and its importance in a global economy.
81.1.2 Discuss the marketing concept.
81.1.3 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

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Competency 81.2: Acquire foundational knowledge of customer, client and business behavior.

Descriptors:
81.2.1 Identify factors that motivate customers, clients and businesses.
81.2.2 Explain customer, client and business buying behavior.
81.2.3 Discuss levers employees can use to motivate and inspire customer, client and business decision making.

BIL: Essential

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Competency 81.3: Explain the company’s unique selling proposition to recognize what sets the company apart from its competitors.

Descriptors:
81.3.1 Identify the company’s unique selling proposition.
81.3.2 Identify internal and external service standards.
**Competency 81.4:** Reinforce the company’s image to exhibit the company’s brand promise.

**Descriptors:**

81.4.1 Discuss the relationship between employee performance and company image.
81.4.2 Identify the company’s brand promise.
81.4.3 Determine ways of delivering the company’s brand promise through employee performance.
Unit 82: Customer Relationship Management

BIL: Essential

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Competency 82.1: Foster positive customer relations to enhance company image.  
Descriptors:
82.1.1 Describe positive customer relations.
82.1.2 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

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Competency 82.2: Respond appropriately to customers.  
Descriptors:
82.2.1 Reinforce service orientation through communication.
82.2.2 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

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Competency 82.3: Resolve conflicts with and for customers to encourage repeat business.  
Descriptors:
82.3.1 Handle difficult customers.
82.3.2 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

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Competency 82.4: Explain management’s role in customer relations.
Descriptors:
82.4.1 Describe management’s role in developing policies that will impact customer relations.
82.4.2 Explain types of policies that affect customer relations.
82.4.3 Discuss methods for collecting customer feedback.
82.4.4 Describe techniques and strategies for rewarding effective customer relationships.
Unit 83: Business Law

BIL: Essential

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Competency 83.1: Examine the foundation of United States law.

Descriptors:
83.1.1 Explain why laws exist.
83.1.2 Describe the role of the U.S. Constitution in business law.
83.1.3 Describe the role of the Supreme Court.
83.1.4 Discuss the nature of law.
83.1.5 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

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Competency 83.2: Explore laws in a global marketplace.

Descriptors:
83.2.1 Describe the sources of international law.
83.2.2 Describe import and export trade regulations.
83.2.3 Explain the impact of jurisdictions 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)

BIL: Recommended

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Competency 83.3: Describe how businesses use the litigation process.

Descriptors:

83.3.1 Determine how a business decides when to consult an attorney.
83.3.2 Describe the different stages of the litigation process and how these stages affect the business.
83.3.3 Describe alternatives to litigation for settling disputes.

BIL: Essential

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Competency 83.4: Describe the functions of contracts.

Descriptors:

83.4.1 Identify the required elements creating a contract.
83.4.2 Describe the requirements for a contract to be enforceable.
83.4.3 Identify ways a contract can be discharged.
83.4.4 Describe breach of contract.
83.4.5 Explain remedies for when a breach of contract occurs.
83.4.6 Discuss legal issues associated with electronic contracts and other online concerns.

Correlated English Language Arts Academic Content Benchmarks

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

- Evaluate how features and characteristics make information accessible and usable and how structures help authors achieve their purposes. (Reading Applications: Informational, Technical and Persuasive Text A, 8-10)
Competency 83.5: Explain the concept of torts.
Descriptors:
83.5.1 Explain how a tort is different from a breach of contract or a crime.
83.5.2 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).
83.5.3 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 83.6: Describe sales and lease agreements.
Descriptors:
83.6.1 Discuss the formation of contracts for the sale and lease of goods.
83.6.2 Discuss laws that govern contracts for international sale of goods.
83.6.3 Describe title and risk of loss.
83.6.4 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 83.7: Explore the regulatory environment of U.S. businesses.

Descriptors:
83.7.1 Discuss the legal considerations of debtor-creditor relationships.
83.7.2 Explain the importance of regulatory agencies.
83.7.3 Discuss employment relationships.
83.7.4 Explain the role of equal opportunity employment.
83.7.5 Discuss the impact of environmental law on businesses.
83.7.6 Discuss types of workplace regulations (e.g., OSHA, ADA).

Correlated English Language Arts Academic Content Benchmarks
- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential 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)

Competency 83.8: Describe consumers’ rights and responsibilities.

Descriptors:
83.8.1 List services provided by consumer protection agencies.
83.8.2 Identify laws that protect consumers.
83.8.3 Identify reasons for bankruptcy laws.
83.8.4 Describe different forms of bankruptcy.
Competency 83.9: Explain the impact of tax laws and regulations on businesses.

**Descriptors:**

83.9.1 Explain tax regulations affecting business.
83.9.2 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 sources related to a public policy issue.* (Social Studies Skills and Methods A, 11-12)

Competency 83.10: Discuss property and the available means to protect it.

**Descriptors:**

83.10.1 Identify examples of real property and personal property.
83.10.2 Discuss bailment issues.
83.10.3 Describe the respective duties of landlords and tenants.
Unit 84: Risk Management

BIL: Essential

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Competency 84.1: Explain types of risk.

Descriptors:
84.1.1 Identify types of risks to a business or a project (i.e., political, regulatory, cultural, global, environmental, financial).
84.1.2 Explain how risk affects a business or a project.
84.1.3 Explain common workplace security risks (e.g., theft, corporate espionage, vandalism, technology, violence).
84.1.4 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)

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Competency 84.2: Abide by risk management policies and procedures for technology.

Descriptors:
84.2.1 Adhere to security policies for technology (e.g., acceptable use policy, Web page policies).
84.2.2 Apply ergonomic techniques to technology tasks.
84.2.3 Adhere to federal and state laws that apply to technological security including laws pertaining to computer crime, fraud and abuse.
84.2.4 Follow procedures used to restart and recover from computer problems (e.g., system failure, virus infection).
84.2.5 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)
- 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 84.3:  Recommend a security plan for a business.
Descriptors:
84.3.1 Identify how security plans protect employees and companies from liability.
84.3.2 Compare and contrast different security plans used in business.
84.3.3 Select and recommend a company security plan.

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 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

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

Competency 84.4:  Recommend an incident response plan for a business.
Descriptors:
84.4.1 Identify how incident response plans protect employees and companies from liability.
84.4.2 Compare and contrast different incident response plans used in business.
84.4.3 Select and recommend a company incident response plan.

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

- *Critique data and information to determine the adequacy of support for conclusions.* (Social Studies Skills and Methods B, 11-12)
Competency 84.5: Recommend a business recovery plan.

Descriptors:
84.5.1 Identify how business recovery plans protect employees and companies from liability.
84.5.2 Compare and contrast different business recovery plans.
84.5.3 Select and recommend a business recovery plan.

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

Competency 84.6: Determine potential business threats and opportunities to protect and foster a business’ financial well-being.

84.6.2 Identify types of threats that occur in the workplace.
84.6.3 Describe the importance of being prepared to deal with workplace threats.
84.6.4 Explain steps to take to deal with workplace threats.
84.6.5 Explain measures that can be taken to prevent workplace threats.
84.6.6 Develop procedures for dealing with workplace threats.
84.6.7 Identify types of unsafe conditions in a business environment.
84.6.8 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 84.7: Develop risk management policies.

Descriptors:
84.7.1 Identify potential security issues.
84.7.2 Align risk management techniques with risks.
84.7.3 Establish policies for protecting company information and intangibles.
84.7.4 Establish policies for maintaining a non-hostile work environment.
84.7.5 Establish policies and procedures for maintaining physical security of the work environment.

Correlated English Language Arts Academic Content Benchmarks

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

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Competency 84.8: Transfer business risk.
Descriptors:
84.8.1 Evaluate appropriate levels of insurance for a business.
84.8.2 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)

BIL: Essential

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Competency 84.9: Implement security policies and procedures.
Descriptors:
84.9.1 Identify security risks.
84.9.2 Explain routine security precautions.
84.9.3 Follow established security procedures and policies.
84.9.4 Protect company information and intangibles.

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)
Competency 84.10: Adhere to health and safety regulations.
Descriptors:
84.10.1 Describe health and safety regulations in business.
84.10.2 Identify internal noncompliance with business health and safety regulations.
84.10.3 Describe the role of OSHA in company safety.

Correlated English Language Arts Academic Content Benchmarks

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

Competency 84.11: Implement safety procedures
Descriptors:
84.11.1 Follow instructions for using equipment, tools and machinery.
84.11.2 Follow safety precautions.
84.11.3 Maintain a safe work environment.
84.11.4 Explain procedures for handling accidents.
84.11.5 Handle and report emergency situations.

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 84.12: Determine needed policies and procedures to protect employee and customer safety.

Descriptors:
- 84.12.1 Identify potential safety issues.
- 84.12.2 Establish safety policies and procedures.

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 85: Communication Skills

BIL: Essential

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Competency 85.1: Explain effective communications.

Descriptors:
85.1.1 Explain the importance of effective communication in business.
85.1.2 Identify barriers to effective communication.
85.1.3 Describe techniques for overcoming barriers to effective communication.
85.1.4 Discuss issues involving digital and/or electronic communications (e.g., lack of body language, potential for forwarding information).

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Competency 85.2: Apply active listening skills.

Descriptors:
85.2.1 Explain communication techniques that support and encourage a speaker.
85.2.2 Use paraphrasing strategies.
85.2.3 Summarize another person’s key points.
85.2.4 Probe to clarify the speaker’s thinking.
85.2.5 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)

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Competency 85.3: Apply appropriate verbal skills in business situations.

Descriptors:
85.3.1 Explain characteristics of effective verbal communications.
85.3.2 Describe how nonverbal communication affects verbal messages.
85.3.3 Interpret others’ nonverbal cues.
85.3.4 Explain the importance of voice in communicating with others.
85.3.5 Identify situations in which employees need to address others in a businesslike manner.
85.3.6 Address people properly.
85.3.7 Participate in staff meetings.

Correlated English Language Arts Academic Content Benchmarks

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

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Competency 85.4: Make oral presentations.

Descriptors:
85.4.1 Identify occasions when oral presentations are required.
85.4.2 Explain the importance of communication skills in oral presentations (e.g., speaking clearly, using correct grammar, using appropriate gestures with audience contact).
85.4.3 Describe characteristics of effective oral presentations.
85.4.4 Discuss the role of visual support in making oral presentations.
85.4.5 Demonstrate procedures for making oral presentations.
85.4.6 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)
Competency 85.5: Utilize effective written communication.

Descriptors:

85.5.1 Explain the importance of effective written communications.
85.5.2 Identify types of written communication used in business.
85.5.3 Identify characteristics of effective written communication (e.g., brevity, neatness, accuracy).
85.5.4 Select and utilize appropriate formats for professional writing.
85.5.5 Plan, edit and revise written work consistent with professional standards.
85.5.6 Write business letters.
85.5.7 Write informational messages.
85.5.8 Write inquiries.
85.5.9 Write persuasive messages.
85.5.10 Write executive summaries.
85.5.11 Prepare simple written reports.
85.5.12 Prepare complex written reports.
85.5.13 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)
Competency 85.6: Use proper grammar and vocabulary.

Descriptors:
85.6.1 Use correct subject/verb agreement in sentences.
85.6.2 Use correct noun/pronoun agreement in sentences.
85.6.3 Use correct use of adverbs and adjectives in sentences.
85.6.4 Use correct word usage in sentences.
85.6.5 Explain the importance of a technical vocabulary.
85.6.6 Explain the consequences of excessive use of jargon.
85.6.7 Explain the relationship of business success to proper grammar.

Correlated English Language Arts Academic Content Benchmarks

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

Competency 85.7: Communicate using telecommunications tools.

Descriptors:
85.7.1 Describe proper verbal skills needed for handling telephone calls.
85.7.2 Explain standard procedures for handling telephone calls in a businesslike manner (e.g., professionalism, consider inflection in voice, attitude conveyed).
85.7.3 Identify company policies regarding use of telecommunications tools (telephone, answering machine, voice mail, e-mail, teleconferencing system).
85.7.4 Operate telecommunications equipment in accordance with company policy.
85.7.5 Communicate via telephone, voice mail, e-mail, facsimile, teleconferencing system.
85.7.6 Keep up to date concerning new and emerging communications technologies.
85.7.7 Take complete and accurate telephone messages.
85.7.8 Deliver phone messages according to the criticality of the message.
85.7.9 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 85.8:  Read to acquire meaning from written material.

Descriptors:

85.8.1 Identify sources that provide relevant, valid written material.
85.8.2 Discriminate among types of information (e.g., essential, important, critical, nice to know).
85.8.3 Differentiate among fact, judgment and inference.
85.8.4 Utilize appropriate reading skills for information needs (e.g., skim, comprehend, analyze).
85.8.5 Extract relevant information from written materials.
85.8.6 Apply written directions to achieve tasks.
85.8.7 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)

Competency 85.9:  Follow company guidelines when communicating in the business environment.

Descriptors:

85.9.1 Describe guidelines for communicating with other employees (e.g., protocol of communications, types of information transmitted via different channels of staff communications).
85.9.2 Explain ethical considerations in providing information.
85.9.3 Explain use of interdepartmental/company communication.
85.9.4 Follow directions.
85.9.5 Participate in meetings.
85.9.6 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)

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Competency 85.10: Communicate effectively to provide information to staff.

**Descriptors:**
- 85.10.1 Give directions for completing job tasks.
- 85.10.2 Conduct meetings.
- 85.10.3 Report business research.
- 85.10.4 Share positive suggestions with management.

Correlated English Language Arts Academic Content Benchmarks

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

Correlated Mathematics Academic Content Benchmarks

- *Locate and interpret mathematical information accurately, and communicate ideas, processes and solutions in a complete and easily understood manner.* (Mathematical Processes H, 8-10)
Competency 85.11: Use communication skills to influence others.
Descriptors:
85.11.1 Persuade others.
85.11.2 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 86: Emotional Intelligence

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Competency 86.1: Explain the concept of emotional intelligence.

Descriptors:
86.1.1 Describe self-understanding and self-assessment.
86.1.2 Explain the concept of self-esteem.
86.1.3 Assess personal strengths and weaknesses.

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Competency 86.2: Exhibit appropriate personality traits in the workplace.

Descriptors:
86.2.1 Identify desirable personality traits important to business.
86.2.2 Exhibit self-confidence.
86.2.3 Demonstrate interest and enthusiasm.
86.2.4 Demonstrate initiative.

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Competency 86.3: Manage emotional reactions to people and situations.

Descriptors:
86.3.1 Maintain a positive attitude.
86.3.2 Demonstrate self-control.
86.3.3 Explain the use of feedback for personal growth.
86.3.4 Adjust to change.
Competency 86.4: Identify with others’ feelings, needs and concerns.

Descriptors:
86.4.1 Respect the privacy of others.
86.4.2 Show empathy for others.
86.4.3 Develop cultural sensitivity.
86.4.4 Explain the impact of political relationships within an organization.

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 86.5: Implement teamwork techniques to accomplish goals.

Descriptors:
86.5.1 Participate as a team member.
86.5.2 Describe effects of group dynamics on group decision making and consensus building.
86.5.3 Use consensus building skills.
86.5.4 Encourage team building.
86.5.5 Identify motivation theories that impact management (e.g., Maslow, Herzberg).
86.5.6 Motivate team members.

Correlated English Language Arts Academic Content Benchmarks

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

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

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**Competency 86.6: Manage internal and external business relationships.**

Descriptors:
86.6.1 Treat others fairly at work.  
86.6.2 Foster positive working relationships.  
86.6.3 Participate in the organization’s community outreach activities.  
86.6.4 Mentor fellow workers.

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**Competency 86.7: Describe work ethic standards.**

Descriptors:
86.7.1 Define work ethic.  
86.7.2 Identify factors that influence one’s work ethic.  
86.7.3 Differentiate between laws and ethics.  
86.7.4 Describe how personal values are reflected in an employee’s work ethic.  
86.7.5 Describe how interactions in the workplace affect an employee’s work ethic.  
86.7.6 Describe how life changes affect personal work ethic.  
86.7.7 Identify examples of unethical behavior at work.  
86.7.8 Explain consequences of unprofessional and/or unethical behavior.  
86.7.9 Explain the need for professional and ethical standards.  
86.7.10 Explain responsibility of the individual to apply ethical standards.  
86.7.11 Identify responsibility to clients/customers and employers.  
86.7.12 Describe ways to demonstrate a basic work ethic.
Competency 86.8: Apply appropriate work ethic.

Descriptors:
86.8.1 Adhere to company and/or governmental policies, procedures, rules and regulations.
86.8.2 Exercise confidentiality.
86.8.3 Adhere to rules of conduct.
86.8.4 Accept constructive criticism.
86.8.5 Offer constructive criticism.
86.8.6 Exhibit pride in work.
86.8.7 Exhibit punctuality.
86.8.8 Demonstrate honesty and integrity.
86.8.9 Assume responsibility for decisions and actions.
86.8.10 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 86.9: Recognize personal biases and stereotypes.

Descriptors:
86.9.1 Identify situations in which discrimination exists.
86.9.2 Describe consequences of discrimination.
86.9.3 Explain how federal laws protect against discrimination.
86.9.4 Describe steps for identifying personal biases and stereotypes.
86.9.5 Explain why diversity is an asset to an organization.

Correlated English Language Arts Academic Content Benchmarks

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

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

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Competency 86.10: *Apply time management principles.*
Descriptors:
- 86.10.1 Describe time management concepts (e.g., stress, procrastination, free time, weekly master list, technology, prioritizing, delegating, to-do list).
- 86.10.2 Explain time management processes.
- 86.10.3 List benefits of time management.
- 86.10.4 Utilize current technology as a tool for time management.

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Competency 86.11: *Function as a self-managed employee.*
Descriptors:
- 86.11.1 Propose projects.
- 86.11.2 Demonstrate organizational skills.
- 86.11.3 Make long-term and short-term plans.
- 86.11.4 Multi-task to achieve work goals.
- 86.11.5 Evaluate progress.
- 86.11.6 Report progress.

Correlated English Language Arts Academic Content Benchmarks

- *Give informational presentations that contain a clear perspective; present ideas from multiple sources in logical sequence; and include a consistent organizational structure.* (Communication: Oral and Visual E, 11-12)
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Competency 86.12: Apply decision making techniques.

Descriptors:
86.12.1 Identify the decision to be made.
86.12.2 Identify appropriate alternatives and consequences.
86.12.3 Make the decision based on facts, legality, ethics, goals and culture.
86.12.4 Apply time factors.
86.12.5 Present the decision to be implemented.
86.12.6 Evaluate the decision.
86.12.7 Accept responsibility for the decision.

Correlated English Language Arts Academic Content Benchmarks

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

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Competency 86.13: Apply problem solving techniques.

Descriptors:
86.13.1 Identify the problem.
86.13.2 Select appropriate problem solving tools and techniques.
86.13.3 Identify underlying causes of the problem.
86.13.4 Identify appropriate solutions and consequences (e.g., long-term, short-term, crisis).
86.13.5 Use resources to explore possible solutions to the problem.
86.13.6 Contrast the advantages and disadvantages of each solution.
86.13.7 Identify appropriate action.
86.13.8 Evaluate the results.
86.13.9 Identify post-preventive action.

Correlated English Language Arts Academic Content Benchmarks

- *Compile, organize and evaluate information, take notes and summarize findings.*
  (Research B, 11-12)
Competency 86.14: Apply conflict resolution skills.

Descriptors:
86.14.1 Explain the effects of conflicts in the workplace (e.g., loss of morale, productivity).
86.14.2 Describe conflict resolution skills.
86.14.3 Describe the conflict cycle (e.g., how it begins, how it escalates).
86.14.4 Describe conflict management styles (e.g., avoidance).
86.14.5 Describe negotiation.
86.14.6 Describe mediation.
86.14.7 Use conflict resolution skills.

Correlated English Language Arts Academic Content Benchmarks

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

Competency 86.15: Manage stressful situations.

Descriptors:
86.15.1 Discuss causes of employee stress.
86.15.2 Describe physical and emotional responses to stress.
86.15.3 Explain consequences of employee stress.
86.15.4 Identify strategies and/or methods for reducing and/or channeling stress.
86.15.5 Implement strategies to manage stress.
Competency 86.16: Achieve organizational goals.
Descriptors:
86.16.1 Evaluate personal goals in relation to organizational goals.
86.16.2 Monitor progress by evaluating feedback.
86.16.3 List responsibilities in relation to organizational goals.
86.16.4 Accomplish assigned tasks.
86.16.5 Exercise responsibility in relation to organizational goals.
86.16.6 Set appropriate performance standards.
86.16.7 Communicate goals to supervisor and peers.
86.16.8 Exhibit knowledge of the organization’s products and/or services.
86.16.9 Describe how managers delegate authority and assign responsibility.

Competency 86.17: Explain the role of leadership in the workplace.
Descriptors:
86.17.1 Differentiate between leading and managing.
86.17.2 Discuss leadership styles.
Competency 86.18: Describe cultural knowledge needed for global business relations.

Descriptors:

86.18.1 Explain the usage of names, titles and ranks in different cultures and countries.
86.18.2 Identify cultural differences in food, dress and social behaviors throughout the world.
86.18.3 Identify major holidays of world cultures and their impact on doing business globally.
86.18.4 Identify appropriate use of gift giving in business relationships among world cultures.
86.18.5 Compare business protocol among countries.
86.18.6 Identify cultural attitudes about time, silence, space, and body and eye contact in relation to successful business relationships.
86.18.7 Describe how a negotiation process may be affected by cultural differences.
86.18.8 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 87: Professional Development

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Competency 87.1: Acquire self-development skills.

Descriptors:
87.1.1 Maintain appropriate personal appearance.
87.1.2 Set personal goals.
87.1.3 Maintain personal health (e.g., physical and psychological).

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Competency 87.2: Participate in career planning.

Descriptors:
87.2.1 Assess personal interests and skills needed for success in business.
87.2.2 Analyze employer expectations in the business environment.
87.2.3 Identify sources of career information.
87.2.4 Identify a tentative occupational interest.
87.2.5 Explain employment opportunities in business.
87.2.6 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 87.3: Explore professional development opportunities.
Descriptors:
87.3.1 Research continuing education courses or programs available to enhance skills, to remain current in the profession and for career advancement.
87.3.2 Describe certifications for business professionals.
87.3.3 Identify professional association opportunities and resources (e.g., education opportunities, networking, conferences, newsletters, publications).
87.3.4 Build internal and external mentor relationships.
87.3.5 Use Websites for professional development.
87.3.6 Identify internal and external networking opportunities.

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 87.4: Explore career advancement activities.
Descriptors:
87.4.1 Explain the need for ongoing education as a worker.
87.4.2 Explain possible advancement patterns for jobs.
87.4.3 Identify skills needed to enhance career progression.
Unit 88: Money and Personal Finance

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Competency 88.1: Describe the fundamental principles of money needed to make financial exchanges.

Descriptors:
88.1.1 Explain forms of financial exchange (cash, credit, debit, electronic funds transfer).
88.1.2 Identify types of currency (paper money, coins, bank notes, government bonds, treasury notes).
88.1.3 Explain essential elements of a negotiable instrument.
88.1.4 Describe functions of money (medium of exchange, unit of measure, store of value).
88.1.5 Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments).
88.1.6 Explain the time value of money.
88.1.7 Explain the purposes for and importance of credit.
88.1.8 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)

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Competency 88.2: Analyze personal financial needs and goals.

Descriptors:
88.2.1 Describe common financial needs (e.g., college, retirement, wills, insurance).
88.2.2 Set financial goals.
88.2.3 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)

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Competency 88.3: Manage personal finances.
Descriptors:
88.3.1 Describe tax liabilities.
88.3.2 Interpret a pay stub.
88.3.3 Maintain financial records.
88.3.4 Read and reconcile bank statements.
88.3.5 Demonstrate the wise use of credit.
88.3.6 Validate credit history.
88.3.7 Protect against identity theft.
88.3.8 Prepare personal income tax forms.

Correlated English Language Arts Academic Content Benchmarks

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

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

Correlated Social Studies Academic Content Benchmarks

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

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Competency 88.4: Explain the use of financial services providers.

**Descriptors:**

- 88.4.1 Describe types of financial services providers.
- 88.4.2 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)

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Competency 88.5: Identify investment strategies to ensure personal financial well-being.

**Descriptors:**

- 88.5.1 Explain types of investments.
- 88.5.2 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 89: Economics

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Competency 89.1: Explain fundamental economic concepts.
Descriptors:
89.1.1 Distinguish between economic goods and services.
89.1.2 Explain the concept of economic resources.
89.1.3 Discuss the determination of income distribution, including poverty and discrimination.
89.1.4 Explain how economics is a social science that draws conclusions based on hypothesis, theories and data in order to understand human behavior.
89.1.5 Describe the concepts of economic scarcity, choice and economic activities.
89.1.6 Determine economic utilities created by business activities.
89.1.7 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)

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Competency 89.2: Discuss the interactions of supply, demand and price.
Descriptors:
89.2.1 Explain how scarce resources are allocated.
89.2.2 Describe how the markets for resources operate and how they determine wage rates, interest and rent.
89.2.3 Discuss the concepts of opportunity cost and the production possibility frontier.
89.2.4 Explain how consumers make choices.
89.2.5 Discuss the impact of elasticity on demand.
89.2.6 Describe the functions of prices in markets.
89.2.7 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)

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Competency 89.3: Describe business’ contribution to society.

Descriptors:

89.3.1 Explain the role of business in society.
89.3.2 Describe types of business activities.
89.3.3 Explain production theory.
89.3.4 Discuss the costs of production.
Competency 89.4: Describe the legal structures under which businesses are organized.
Descriptors:
89.4.1 Describe the major types of business organization (e.g., sole proprietorship, limited liability company, general partnership).
89.4.2 Identify the legal implications for establishing each type of organization.
89.4.3 Differentiate among types of corporations (e.g., profit, nonprofit, domestic, international).
89.4.4 Describe the role and function of a corporation’s board of directors.
89.4.5 Differentiate among types of corporate expansion (e.g., mergers, consolidations, acquisitions).
89.4.6 Describe characteristics of a franchise and how it is formed.
89.4.7 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 89.5: Differentiate among economic systems.
Descriptors:
89.5.1 Explain the types of economic systems.
89.5.2 Explain the concept of private enterprise.
89.5.3 Identify factors affecting a business’ profit.
89.5.4 Determine factors affecting business risk.
89.5.5 Explain the concept of competition.
89.5.6 Describe businesses’ market structures.
89.5.7 Explain firm behavior in competitive markets.
89.5.8 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)

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Competency 89.6: Discuss the impact of government on business activities.

Descriptors:

89.6.1 Describe the relationship between government and business.
89.6.2 Describe the role of taxes.
89.6.3 Discuss monetary policy.
89.6.4 Discuss the supply and demand for money.
89.6.5 Explain the role of the Federal Reserve System.
89.6.6 Explain the concept of fiscal policies.
89.6.7 Discuss the development of aggregate demand and aggregate supply.
89.6.8 Describe the effects of fiscal and monetary policies.
89.6.9 Discuss the effects of the federal government’s budget deficit.
89.6.10 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 of a mixed economy. (Economics D, 11-12)
Competency 89.7: Explain economic indicators used to measure economic trends and conditions.

Descriptors:
89.7.1 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.
89.7.2 Describe the concept of price stability as an economic measure.
89.7.3 Explain the basics of macroeconomic instability theories.
89.7.4 Discuss the measure of consumer spending as an economic indicator.
89.7.5 Discuss the impact of a nation’s unemployment rates.
89.7.6 Describe the economic impact of inflation on business.
89.7.7 Explain unemployment and inflation trade-offs.
89.7.8 Explain the economic impact of interest rate fluctuations.
89.7.9 Determine the impact of business cycles on business activities.
89.7.10 Explain how monetary and fiscal policies can be used to regulate business cycles.

Correlated Mathematics Academic Content Benchmarks

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

Correlated Social Studies Academic Content Benchmarks

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

Competency 89.8: Assess global trade’s impact on business decision making.

Descriptors:
89.8.1 Describe how to create comparative advantage.
89.8.2 Explain the determinants of global trade flows.
89.8.3 Describe the determinants of exchange rates and their effects on domestic economy.
89.8.4 Discuss the impact of cultural and social environments on world trade.
89.8.5 Describe ways that businesses can enter global markets.
89.8.6 Explain labor issues associated with global trade.
89.8.7 Describe the impact of regional trade organizations on global trade.
89.8.8 Evaluate the impact of world circumstances and events.
89.8.9 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)

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**Competency 89.9: Discuss the impact of globalization.**

**Descriptors:**

89.9.1 Discuss the impact of globalization on local, state, national and international economies.
89.9.2 Discuss the potential impact of emerging economies.
89.9.3 Discuss the impact of geography on global markets.
89.9.4 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 90: Accounting

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Competency 90.1: Acquire foundational knowledge of accounting’s role in a company.
Descriptors:

- 90.1.1 Explain the concept of accounting.
- 90.1.2 Describe the accounting cycle.
- 90.1.3 Discuss the role of ethics in accounting.
- 90.1.4 Explain the use of technology in accounting.
- 90.1.5 Explain legal considerations for accounting.
- 90.1.6 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)

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Competency 90.2: Discuss Generally Accepted Accounting Principles (GAAP).
Descriptors:

- 90.2.1 Explain the qualitative characteristics of accounting information (e.g., usefulness, timeliness, understandability, neutrality, relevance, reliability, consistency, comparability).
- 90.2.2 Describe the basic assumptions about accounting reports (e.g., separate economic entity, going concern, monetary unit, periodicity of income).
- 90.2.3 Explain the basic principles of accounting (e.g., historical cost basis, revenue recognition, matching, full disclosure).
- 90.2.4 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)

Postsecondary Human Resources Management Specialty
Competency 90.3: Describe accounting tools used to track money flow and to determine financial status.

Descriptors:
90.3.1 Describe cash flow statements.
90.3.2 Explain balance sheets.
90.3.3 Describe income statements.

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

Competency 90.4: Apply the accounting equation.

Descriptors:
90.4.1 Describe the relationship between property and financial claims.
90.4.2 Explain the significance of equities as used in accounting.
90.4.3 Explain the significance of the accounting equation.
90.4.4 Discuss types of basic assets.
90.4.5 Explain types of liabilities.
90.4.6 Discuss the importance of owner’s equity.
90.4.7 Describe the relationship between assets and claims on assets.
90.4.8 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)

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**Competency 90.5:** Analyze transactions and their effect on assets, liabilities and owner’s equity.

**Descriptors:**
- 90.5.1 Discuss the purpose for a ledger.
- 90.5.2 Prepare a chart of accounts.
- 90.5.3 Describe types of accounts.
- 90.5.4 Explain the purpose for double-entry accounting.
- 90.5.5 Describe the purpose for debits and credits in double-entry accounting.
- 90.5.6 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)

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**Competency 90.6:** Analyze transactions impacting revenue, expenses and withdrawals.

**Descriptors:**
- 90.6.1 Describe how temporary account transactions affect owner’s equity.
- 90.6.2 Maintain revenue accounts.
- 90.6.3 Maintain expense accounts.
- 90.6.4 Maintain withdrawals accounts.
- 90.6.5 Analyze revenue, expense and withdrawals transactions.
- 90.6.6 Balance ledger accounts.

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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)

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Competency 90.7: Discuss types of accounting methods.
Descriptors:
90.7.1 Explain the advantages and disadvantages of the cash basis of accounting.
90.7.2 Discuss which businesses are most likely to use the cash method.
90.7.3 Describe the advantages and disadvantages of the accrual basis of accounting.
90.7.4 Discuss what businesses are required to use the accrual accounting method.
90.7.5 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)

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Competency 90.8: Perform specialized accounting functions.
Descriptors:
90.8.1 Create and maintain an accounts receivable subsidiary ledger.
90.8.2 Create and maintain an accounts payable subsidiary ledger.
90.8.3 Record transactions related to property ownership (e.g., acquisition, depreciation, sale, mortgage and lease obligations, principal and interest payments).
90.8.4 Account for investments and withdrawals by owners.
90.8.5 Maintain inventory accounts (e.g., LIFO, FIFO, specific identification and weighted average).
90.8.6 Use accounting software to maintain accounting records.

**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: Recommended**

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**Competency 90.9: Maintain cash controls.**

**Descriptors:**

- 90.9.1 Explain cash control procedures (e.g., signature cards, deposit slips, internal and external controls, and cash clearing).
- 90.9.2 Prove cash.
- 90.9.3 Journalize and post entries to establish and replenish petty cash.
- 90.9.4 Write checks.
- 90.9.5 Process checks.
- 90.9.6 Journalize and post entries related to banking activities.
- 90.9.7 Explain the benefits of electronic funds transfer (EFT).
- 90.9.8 Prepare bank deposits.
Prepare purchase requisitions.
Prepare purchase orders.
Prepare sales slips.
Prepare invoices.

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 91: Financial Management

BIL: Essential

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Competency 91.1: Acquire foundational knowledge of finance to recognize its contribution to a business.

Descriptors:
91.1.1 Explain the role of finance in business.
91.1.2 Discuss the role of ethics in finance.
91.1.3 Explain legal considerations for finance.

BIL: Recommended

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Competency 91.2: Develop financial skills to obtain business credit and to control its use.

Descriptors:
91.2.1 Explain the purposes for and importance of obtaining business credit.
91.2.2 Analyze critical banking relationships.
91.2.3 Make critical decisions regarding acceptance of bank cards.
91.2.4 Determine financing needed for business operations.
91.2.5 Identify risks associated with obtaining business credit.
91.2.6 Explain sources of financial assistance.
91.2.7 Explain loan evaluation criteria used by lending institutions.
91.2.8 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 91.3: Describe the scope of financial information needed to accurately report and analyze a business’ financial position.

Descriptors:
91.3.1 Describe types of accounting systems (i.e., financial, tax, management and cost).
91.3.2 Discuss Securities and Exchange Commission (SEC) reporting requirements for public companies traded in the United States.
91.3.3 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 92: Technology

**BIL:** Essential

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**Competency 92.1:** Assess the impact of technology on business activities.

**Descriptors:**
92.1.1 Identify ways that technology impacts business.
92.1.2 Explain the scope of data communications tools.
92.1.3 Explain the role of information systems in organizations.
92.1.4 Explain the importance of emerging technologies and their applications to business.
92.1.5 Analyze the ethical, social and political impact of information systems.

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**Competency 92.2:** Utilize computer operating systems.

**Descriptors:**
92.2.1 Discuss principles of computer systems.
92.2.2 Use basic operating systems.
92.2.3 Manage files and folders.

**BIL:** Essential

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**Competency 92.3:** Use the Internet to access available resources.

**Descriptors:**
92.3.1 Explain the hierarchical structure of domain names.
92.3.2 Discuss the role of organizations in administering Internet activities.
92.3.3 Explain the role of internet service providers (ISPs).
92.3.4 Describe types of resources that can be accessed through the Internet (e.g., Web pages, USENET newsgroups, listservs, files and programs, e-mail).
92.3.5 Use bookmarks.
92.3.6 Organize bookmarks.
92.3.7 Use tools to navigate the Internet.
Competency 92.4: Perform basic Web search skills. 
Descriptors:
92.4.1 Explain the importance of search engines in locating information.
92.4.2 Locate specified topics on the Web.
92.4.3 Access specified topics through links on a Web page.
92.4.4 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 92.5: Demonstrate basic e-mail functions. 
Descriptors:
92.5.1 Explain the features (capabilities) of e-mail.
92.5.2 Discuss e-mail etiquette.
92.5.3 Write and send a professional e-mail message.
92.5.4 Reply to an e-mail message.
92.5.5 Forward an e-mail message.
92.5.6 Add a signature file.
92.5.7 Open attachments.
92.5.8 Save attachments to the computer’s hard drive.
92.5.9 Append attachments.
92.5.10 Label messages.
92.5.11 Add names to the address book.
92.5.12 Set up a distribution list.
92.5.13 Put message in the outbox.
92.5.14 Sort mail.
92.5.15 Search for messages.
92.5.16 Use e-mail shortcuts.
92.5.17 Use auto-responder.
92.5.18 Post a message on a listserv.
92.5.19 Create a new e-mail folder.
92.5.20 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)

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Competency 92.6: Demonstrate personal information management and productivity applications.

Descriptors:
92.6.1 Describe the capabilities of personal information management and productivity applications.
92.6.2 Use the address book application.
92.6.3 Use the calculator.
92.6.4 Use the notes application.
92.6.5 Use the scheduler application.
92.6.6 Use the to-do application.
92.6.7 Use the global search application.

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Competency 92.7: Demonstrate basic word processing skills.

Descriptors:
92.7.1 Identify capabilities of word processing software.
92.7.2 Enter and store text in a word processing application.
92.7.3 Search for and replace text in a document stored in a word processing application.
92.7.4 Retrieve, edit and print a document stored in a word-processing application.
92.7.5 Cut and paste information from one text document into another in a word processing application.
92.7.6 Create a text document containing columns in a word processing application.
92.7.7 Insert and print a graph in a word processing document.
92.7.8 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)

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**Competency 92.8: Use advanced word processing features.**

**Descriptors:**

- 92.8.1 Calculate values within a table.
- 92.8.2 Create a document using the borders feature.
- 92.8.3 Create, format, edit and delete a header and/or footer within a document.
- 92.8.4 Use merge functions.
- 92.8.5 Create styles for documents.
- 92.8.6 Use outlining features.
- 92.8.7 Generate an index.
- 92.8.8 Generate a table of contents automatically from marked section headings.
- 92.8.9 Number the lines in a document automatically.
- 92.8.10 Create footnotes and/or endnotes within a document.
- 92.8.11 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)

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**Competency 92.9: Use presentation software.**

**Descriptors:**

- 92.9.1 Identify the capabilities of presentation software.
- 92.9.2 Describe the characteristics of effective presentation documents.
- 92.9.3 Enter and store text into a presentation document.
Import graphics into a presentation document.
Develop builds and transitions for screens and/or slides.
Retrieve and edit screens and/or slides.
Add/Delete screens and/or slides.
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)

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**Competency 92.10: Create basic databases.**

**Descriptors:**
- 92.10.1 Identify the capabilities of database software.
- 92.10.2 Create a database structure.
- 92.10.3 Construct queries.
- 92.10.4 Enter and store data.
- 92.10.5 Retrieve and modify data.
- 92.10.6 Delete database records.
- 92.10.7 Sort data in a database, given predetermined criteria.
- 92.10.8 Output data into a report format.
- 92.10.9 Create a chart or graph using information in a database file.
- 92.10.10 Print labels from a database.
- 92.10.11 Print a database list and/or report.
- 92.10.12 Ensure data integrity.
- 92.10.13 Validate data.
- 92.10.14 Eliminate data redundancy (i.e., normalize data).

**Correlated English Language Arts Academic Content Benchmarks**

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

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

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Competency 92.11: Create basic spreadsheets.

Descriptors:
92.11.1 Describe the components of a spreadsheet.
92.11.2 Identify the capabilities of spreadsheet software.
92.11.3 Format spreadsheets.
92.11.4 Use basic formulas.
92.11.5 Enter and store data in a spreadsheet file.
92.11.6 Retrieve, edit and print data from a spreadsheet.
92.11.7 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 92.12: Use advanced spreadsheet functions to communicate information.

Descriptors:
92.12.1 Sort rows alphabetically or numerically.
92.12.2 Select items that match specified selection criteria.
92.12.3 Use desktop publishing features offered in the spreadsheet application.
92.12.4 Create macros with the spreadsheet application.
92.12.5 Utilize statistics functions in spreadsheets.
92.12.6 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 92.13: Apply the most appropriate applications (word processing, spreadsheet, database, presentation, collaborative groupware, Web) to record, analyze and present information.

Descriptors:
92.13.1 Identify available applications.
92.13.2 Determine what applications are needed for the task.
92.13.3 Use the appropriate applications.
Competency 92.14: Integrate business software applications.
Descriptors:
92.14.1 Describe situations in which integration of software applications would be beneficial.
92.14.2 Move and copy information between applications.
92.14.3 Embed information in applications.
92.14.4 Link objects between applications.

Competency 92.15: Demonstrate collaborative/groupware applications.
Descriptors:
92.15.1 Distinguish between collaborative/groupware applications and other software applications.
92.15.2 Describe motivations for using collaborative/groupware applications.
92.15.3 Identify the properties of collaborative/groupware applications.
92.15.4 Discuss problems associated with using collaborative/groupware applications.
92.15.5 Explain infrastructure needs for collaborative/groupware applications.
92.15.6 Use real time interaction with collaborative/groupware applications.
92.15.7 Use the presence awareness feature to identify participants.
92.15.8 Use instant messaging to converse in real time with participants.
92.15.9 Use Web conferences.
92.15.10 Conduct a whiteboarding session.
92.15.11 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 92.16: Create and post a basic Web page.

Descriptors:
92.16.1 Explain the basic structure of a Web page.
92.16.2 Describe limitations associated with Web page creation (e.g., typography, graphics files size, navigation).
92.16.3 Explain the importance of tags in structuring Web pages.
92.16.4 Discuss the importance of using a descriptive, useful title on a Web page.
92.16.5 Identify naming conventions for Web files.
92.16.6 Save and name Web files.
92.16.7 Identify information in HTML documents that will be ignored by browsers.
92.16.8 Set up an HTML document.
92.16.9 Format the text of a Web page.
92.16.10 Discuss considerations in selecting a graphics format.
92.16.11 Add graphic elements to a Web page.
92.16.12 Add attributes to a tag for a Web page.
92.16.13 Add hypertext links in a Web page.
92.16.14 Display a document within a Web browser.
92.16.15 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)

Competency 92.17: Identify hardware and software system requirements that match business needs.

Descriptors:
92.17.1 Explain considerations in selecting hardware and software.
92.17.2 Discuss sources for hardware and software system requirement information.
92.17.3 Establish specifications for selecting hardware and software systems.
92.17.4 Determine the venture’s information technology needs.
Competency 92.18: Develop the skills and knowledge needed to obtain technical support services.

Descriptors:
92.18.1 Use a logical and structured approach to isolate and identify problem sources and to resolve problems.
92.18.2 Use resources for identifying and resolving problems (e.g., hardware, software, online).
92.18.3 Use technical language to communicate with support technicians.
92.18.4 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 92.19: Exhibit legal and ethical behaviors when using technologies.

Descriptors:
92.19.1 Adhere to the organization’s policies for technology use.
92.19.2 Describe the consequences of illegal and unethical use of technology.
92.19.3 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 93: Information Management

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Competency 93.1: Apply information literacy skills to the workplace.
Descriptors:
93.1.1 Explain legal issues associated with the use of information.
93.1.2 Assess information needs.
93.1.3 Obtain needed information efficiently.
93.1.4 Evaluate the quality and the source of information.
93.1.5 Apply information to accomplish a task.
93.1.6 Store information for future use.

Correlated English Language Arts Academic Content Benchmarks

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

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Competency 93.2: Acquire a foundational knowledge of information management to recognize its contribution to a business.
Descriptors:
93.2.1 Discuss the purposes for information management.
93.2.2 Explain the role of ethics in information management.
93.2.3 Explain legal issues associated with information management.

Correlated English Language Arts Academic Content Benchmarks

- Evaluate how features and characteristics make information accessible and usable and how structures help authors achieve their purposes. (Reading Applications: Informational, Technical and Persuasive Text A, 8-10)
Competency 93.3: Maintain business records.

Descriptors:
93.3.1 Describe common business records.
93.3.2 Maintain customer records.

Correlated English Language Arts Academic Content Benchmarks

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

Correlated Mathematics Academic Content Benchmarks

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

Competency 93.4: Manage records.

Descriptors:
93.4.1 Prepare a filing system appropriate for the media and the documents being stored.
93.4.2 Prepare a retention system appropriate for the media and the documents being stored.
93.4.3 Identify the best method of records management (e.g., paper, electronic, geographic, chronological, alphabetical).
93.4.4 Perform electronic and manual filing operations.
93.4.5 Retrieve files.
93.4.6 Archive information according to retention procedures.
93.4.7 Perform a periodic audit of records (e.g., retention, purge, security, storage method).
Competency 93.5: Acquire information to guide business decision making.

Descriptors:

93.5.1 Describe current business trends.
93.5.2 Monitor internal records for business information.
93.5.3 Conduct an environmental scan to obtain business information.
93.5.4 Utilize statistics functions in spreadsheets to analyze data to assist in decision making for solving business issues.

Correlated English Language Arts Academic Content Benchmarks

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

Correlated Mathematics Academic Content Benchmarks

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

Correlated Social Studies Academic Content Benchmarks

- Critique data and information to determine the adequacy of support for conclusions. (Social Studies Skills and Methods B, 11-12)
Unit 94: Knowledge Management

BIL: Essential

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Competency 94.1: Explore knowledge management.

Descriptors:
94.1.1 Describe why knowledge is considered an important asset for organizations.
94.1.2 Distinguish between explicit and tacit knowledge.
94.1.3 Explain why the difference between explicit and tacit knowledge is an important distinction in knowledge management.
94.1.4 State reasons for implementing knowledge management.
94.1.5 Recognize barriers to knowledge management.
94.1.6 Examine the financial potential of knowledge management to the enterprise.
94.1.7 Describe the role of knowledge workers and their relationship to knowledge management.

BIL: Essential

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Competency 94.2: Discuss organizational culture and the role of knowledge management.

Descriptors:
94.2.1 Determine how an organization acquires culture.
94.2.2 Explain culture as tacit knowledge.
94.2.3 Explain the importance of organizational culture and its role in implementing knowledge management.

BIL: Recommended

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Competency 94.3: Determine factors that affect knowledge management implementation.

Descriptors:
94.3.1 Identify cultural assumptions that derail a knowledge management approach.
94.3.2 Identify conditions that create favorable acceptance to knowledge management.
94.3.3 Create new values (rewards and recognitions) that support knowledge sharing.
Competency 94.4: Capture and transfer strategic knowledge.

Descriptors:

94.4.1 Identify factors that lead to loss of organizational knowledge.
94.4.2 Identify ways of preventing loss of knowledge.
94.4.3 Identify what knowledge is being lost in an organization.
94.4.4 Determine the consequences of knowledge loss.
94.4.5 Find solutions to knowledge loss.
94.4.6 Choose approaches in transferring strategic knowledge.
Unit 95: Operations Management

BIL: Essential

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Competency 95.1: Explain production’s role and function in business.
Descriptors:
95.1.1 Explain the concept of production.
95.1.2 Describe production activities.
95.1.3 Describe the importance of production to an organization.
95.1.4 Discuss the importance of understanding the timeframe in which products are produced.
95.1.5 Identify inputs organizations use for production.
95.1.6 Distinguish between tangible and intangible outputs.
95.1.7 Describe goals of production activities.

BIL: Recommended

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Competency 95.2: Implement expense control strategies.
Descriptors:
95.2.1 Explain overhead and operating costs.
95.2.2 Explain the employee’s role in expense control.
95.2.3 Control use of supplies.
95.2.4 Negotiate service and maintenance contracts.
95.2.5 Negotiate the lease or purchase of a facility.
95.2.6 Develop expense control plans.
95.2.7 Use budgets to control operations.

Correlated English Language Arts Academic Content Benchmarks

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

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

BIL: Essential

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Competency 95.3: Maintain property and equipment.
Descriptors:
95.3.1 Identify routine activities for maintaining business facilities and equipment.
95.3.2 Plan a maintenance program.

Vendor/Supplier Relationships

BIL: Essential

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Competency 95.4: Describe vendor/supplier relationships.
Descriptors:
95.4.1 Explain the importance of good vendor/supplier relationships.
95.4.2 Describe techniques for maintaining vendor/supplier relationships.

BIL: Essential

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Competency 95.5: Conduct a vendor/supplier search.
Descriptors:
95.5.1 Identify ways of locating vendors/suppliers.
95.5.2 Explain use of technology in conducting vendor/supplier searches.
95.5.3 Describe procedures for conducting vendor/supplier searches.
95.5.4 Explain reasons for analyzing a vendor/supplier.
95.5.5 Identify potential vendors/suppliers (e.g., approved, preferred, partnered, certified, pre-qualified, certifiable and disqualified).
Purchasing

BIL: Essential

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Competency 95.6: Purchase business supplies, equipment and services.

Descriptors:
95.6.1 Place orders and reorders.
95.6.2 Maintain an inventory of supplies.

Correlated English Language Arts Academic Content Benchmarks

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

Correlated Mathematics Academic Content Benchmarks

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

Quality

BIL: Essential

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Competency 95.7: Describe the crucial components of a quality culture.

Descriptors:
95.7.1 Define quality.
95.7.2 Define continuous improvement of the quality process.
95.7.3 Explain reasons businesses focus on quality strategies.
95.7.4 Explain the importance of continuous improvement to business.
95.7.5 Explain strategies that can be implemented to assist in continuous improvement.

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Postsecondary Human Resources Management Specialty
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)

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Competency 95.8: Manage quality achievement.
Descriptors:
95.8.1 Explain the importance of management’s commitment to quality achievement.
95.8.2 Describe tools that management can use to improve quality.
95.8.3 Determine the cost implications for quality attainment.
95.8.4 Develop a plan and/or program for achieving of quality.
95.8.5 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)
BIL: Recommended

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Competency 95.9: Implement quality control processes.

Descriptors:
95.9.1 Explain factors impacting implementation of quality control measures.
95.9.2 Apply quality tools.
95.9.3 Establish efficient operating systems.
Unit 96: Project Management

BIL: Essential

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Competency 96.1: Describe project management.

Descriptors:
96.1.1 | Describe common project characteristics.
96.1.2 | Describe the role of the project manager.
96.1.3 | Describe the interpersonal skills that a successful project manager needs.
96.1.4 | Summarize the reasons why an organization would use a project-based plan and for what purpose.
96.1.5 | Define the roles of project stakeholders.
96.1.6 | Define common project inputs and outputs.
96.1.7 | Explain how a project team meets project requirements.
96.1.8 | Describe a project management system.

BIL: Essential

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Competency 96.2: Describe a project life cycle.

Descriptors:
96.2.1 | Describe characteristics of a project life cycle.
96.2.2 | Explain how project life cycles can vary.
96.2.3 | Explain what each life cycle generally defines (e.g., technical work to do, when the deliverables are to be generated, who is involved in each phase).
Unit 97: Human Resources Management

BIL: Essential

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Competency 97.1: Describe human resources management’s functions and importance to an organization.

Descriptors:
97.1.1 Identify responsibilities of the human resources management unit.
97.1.2 Explain the role of ethics in human resources management.

BIL: Essential

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Competency 97.2: Implement organizational skills to facilitate the work efforts of others.

Descriptors:
97.2.1 Delegate work to others.
97.2.2 Schedule employees.
97.2.3 Assist employees with prioritizing work responsibilities.

BIL: Essential

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Competency 97.3: Coordinate efforts of cross-functional teams to achieve project and company goals.

Descriptors:
97.3.1 Manage collaborative efforts.
97.3.2 Move employees into and out of projects.
97.3.3 Harmonize tasks, projects and employees in the context of business priorities.

Correlated English Language Arts Academic Content Benchmarks

- Use a variety of strategies to enhance listening comprehension. (Communication: Oral and Visual A, 8-10; Communication: Oral and Visual A, 11-12)
- Select and use effective speaking strategies for a variety of audiences, situations and purposes. (Communication: Oral and Visual C, 11-12)
Competency 97.4: Analyze staffing issues that impact hiring decisions.
Descriptors:
97.4.1 Review company policy for compliance with employment laws and regulations.
97.4.2 Explain how compensation and benefit plans affect recruitment and retention efforts.
97.4.3 Assess the use of alternative staffing methods (e.g., telecommuting, outsourcing).
97.4.4 Evaluate the impact of the company’s employment policies and procedures on hiring decisions.

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 97.5: Determine hiring needs.
Descriptors:
97.5.1 Describe planning techniques in the hiring process (e.g., succession planning, forecasting).
97.5.2 Use staffing metrics to assess the effectiveness of hiring decisions (e.g., cost benefit analysis, costs per hire, selection ratios and adverse impact).
97.5.3 Evaluate hiring criteria.
97.5.4 Develop a staffing plan.
97.5.5 Establish a file of job openings.
97.5.6 Identify hiring selection criteria (e.g., job descriptions, job competencies).
97.5.7 Establish selection procedures (e.g., interviewing, testing, reference and background checking).

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

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Competency 97.6: Recruit new and existing employees.
Descriptors:
97.6.1 Describe recruitment methods and strategies.
97.6.2 Identify recruitment sources (e.g., agencies, Internet, advertising, personal).
97.6.3 Establish selection criteria for recruitment source selection.
97.6.4 Assess the availability of qualified applicants.
97.6.5 Select recruitment methods and sources for a business based on mission, goals and strategic objectives.
97.6.6 Develop strategies for marketing the organization to potential employees.
97.6.7 Implement recruitment methods.
97.6.8 Apply criteria for evaluating recruitment sources.

Correlated English Language Arts Academic Content Benchmarks

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

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Competency 97.7: Screen job applications and résumés.
Descriptors:
97.7.1 Describe the characteristics of an effective employment application.
97.7.2 Establish selection criteria for screening résumés.
97.7.3 Apply selection criteria for screening résumés.
Correlated English Language Arts Academic Content Benchmarks

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

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Competency 97.8: Interview job applicants.

Descriptors:
97.8.1 Demonstrate interview styles and techniques (e.g., panel approach, behavioral, competency-based).
97.8.2 Identify legal aspects of interviewing.
97.8.3 Summarize information obtained from interview.

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)

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Competency 97.9: Select new and existing employees for job openings.

Descriptors:
97.9.1 Describe the benefits associated with hiring the right employee for the right job.
97.9.2 Compare the hiring process utilized with different job levels.
97.9.3 Explain factors affecting the selection process.
97.9.4 Describe sources of information about job applicants.
97.9.5 Administer selection tests and interpret the results.
97.9.6 Obtain information about job applicants from references.
97.9.7 Apply criteria to select a job applicant for the job opening.
Competency 97.10: Make a job offer.

Descriptors:
97.10.1 Describe the elements of hiring offers.
97.10.2 Discuss employee compensation.
97.10.3 Explain contingency factors impacting a job offer (e.g., background checks, drug testing, physical).
97.10.4 Confirm the job applicant’s interest in accepting the offer.

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 97.11: Perform post-offer employment activities.

Descriptors:
97.11.1 Discuss the advantages and disadvantages of conducting pre-hiring background checks and pre-employment drug testing.
97.11.2 Explain differences in staffing of non-U.S. citizens (e.g., visa, Green Card).
97.11.3 Explain the use of employment contracts.
97.11.4 Customize an employment contract for a selected business.
97.11.5 Administer post-employment-offer activities (e.g., completing forms, conducting background checks).
97.11.6 Review medical examination results.
97.11.7 Provide and assist with employee relocation.

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)
On-boarding

BIL: Essential

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Competency 97.12: Orient new employees.
Descriptors:
97.12.1 Explain the benefits of new employee orientation.
97.12.2 Identify sources of orientation information.
97.12.3 Describe the content of a new employee orientation program.
97.12.4 Evaluate the effectiveness of new employee orientations.
97.12.5 Identify factors to consider in planning a job orientation program.
97.12.6 Describe procedures for orienting new employees.
97.12.7 Develop and implement new employee orientations.

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

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Competency 97.13: Train new employees.
Descriptors:
97.13.1 Explain the role of training.
97.13.2 Differentiate among training provided to employees at different job levels.
97.13.3 Discuss instructional methods and program delivery.
97.13.4 Compare and contrast training methods, programs and techniques.
97.13.5 Select and implement training methods, programs and techniques.
97.13.6 Assess the effectiveness of training.

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)
Correlated Mathematics Academic Content Benchmarks

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

**BIL:** Essential

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**Competency 97.14:** Identify and administer human resources development.

**Descriptors:**
- 97.14.1 Differentiate between training and human resources development.
- 97.14.2 Conduct gap and/or needs analyses to identify human resources development needs.
- 97.14.3 Determine issues impacting human resources development (e.g., organizational culture and policies, societal norms).
- 97.14.4 Apply human resources development theories.

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)

Correlated Mathematics Academic Content Benchmarks

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

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**Competency 97.15:** Coach employees.

**Descriptors:**
- 97.15.1 Discuss reasons for coaching employees.
- 97.15.2 Explain coaching techniques.
- 97.15.3 Select and apply coaching techniques.
Correlated English Language Arts Academic Content Benchmarks

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

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**Competency 97.16: Recognize and reward employees.**

**Descriptors:**
- 97.16.1 Discuss the relationship between employee recognition and employee morale.
- 97.16.2 Identify techniques that can be used to recognize and reward employees.
- 97.16.3 Explain the benefits associated with recognizing and rewarding employees.
- 97.16.4 Discuss challenges associated with recognizing and rewarding employees.
- 97.16.5 Explain job factors affecting employee morale.
- 97.16.6 Describe employee factors that affect employee morale.
- 97.16.7 Explain management’s role in building employee morale.
- 97.16.8 Describe ways that management can improve employee morale.
- 97.16.9 Align employee recognition and reward with particular events and occasions.
- 97.16.10 Employ recognition and reward techniques.

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**Competency 97.17: Supervise staff.**

**Descriptors:**
- 97.17.1 Explain staff supervision techniques.
- 97.17.2 Discuss the need for ongoing staff supervision.
- 97.17.3 Monitor staff performance.
- 97.17.4 Implement staff supervision techniques.

**Correlated English Language Arts Academic Content Benchmarks**

- *Select and use effective speaking strategies for a variety of audiences, situations and purposes.* (Communication: Oral and Visual C, 11-12)
Competency 97.18: Ensure equitable opportunities for employees.
Descriptors:
97.18.1 Explain how the U.S. work force has changed from being described as a “melting pot” to a “salad bowl”.
97.18.2 Cite demographic factors that have created diversity in the work force and in the workplace.
97.18.3 Identify attitudinal factors that have created diversity in the work force and in the workplace.
97.18.4 Describe legislative factors that promote and protect diversity in the work force and in the workplace.
97.18.5 Explain the importance of managing diversity in the workplace.
97.18.6 Describe goals for managing diversity in the workplace.
97.18.7 Explain how the characteristics of a business affect the ways diversity is managed.
97.18.8 Compare benefits and challenges of diverse staffing.
97.18.9 Assess diversity strategies.
97.18.10 Explain procedures for providing an equitable work environment for employees.
97.18.11 Assess equity of opportunities provided to employees.

Correlated English Language Arts Academic Content Benchmarks

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

Competency 97.19: Assess employee performance.
Descriptors:
97.19.1 Explain purposes for employee performance assessments.
97.19.2 Identify factors to consider when assessing employee performance.
97.19.3 Describe types of employee assessments.
97.19.4 Explain considerations in assessing employee performance.
97.19.5 Research the legal consequences of using performance appraisals to terminate or demote employees.
97.19.6 Explain procedures for assessing employee performance.
97.19.7 Implement periodic informal performance appraisals.
97.19.8 Assist supervisors and employees in recognizing the goals of a performance appraisal.
97.19.9 Use performance appraisal tools.
97.19.10 Demonstrate procedures for assessing employee performance.

Correlated English Language Arts Academic Content Benchmarks

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

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Competency 97.20: Discipline employees.

**Descriptors:**
97.20.1 Distinguish between preventive and corrective discipline.
97.20.2 Discuss progressive discipline and the levels of punitive measures involved.
97.20.3 Compare and contrast standard business disciplinary practices (e.g., administrative leave, termination).
97.20.4 Explain reasons for disciplining employees.
97.20.5 Identify factors that affect decisions for employee discipline and the level of punishment.
97.20.6 Examine the relationship between the effectiveness of performance appraisals and employee discipline.
97.20.7 Describe when employees should be disciplined.
97.20.8 Explain the consequences of disciplining employees.
97.20.9 Discuss legal restrictions on disciplining employees.
97.20.10 Explain guidelines for disciplining employees.
97.20.11 Implement guidelines for disciplining employees.

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 97.21: Implement dispute resolution policies and procedures.
Descriptors:
97.21.1 Handle employee complaints and grievances.
97.21.2 Employ conflict resolution techniques to resolve employee internal complaints.
97.21.3 Participate in resolving of employee complaints filed with federal, state and local agencies.

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 97.22: Determine and follow procedures prior to dismissing or firing employees.
Descriptors:
97.22.1 Identify reasons for dismissing or firing employees.
97.22.2 Discuss steps to be taken prior to dismissing or firing an employee (e.g., documentation).
97.22.3 Identify and adhere to procedures prior to dismissing or firing employees.

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 97.23: Determine the strategic importance of the employee exit.

Descriptors:

97.23.1 Identify major forms of employee exit from an organization.
97.23.2 Determine distinctions among different types of employee exit.
97.23.3 Evaluate the implications of each form of employee exit.

Competency 97.24: Adhere to employment at will regulations.

Descriptors:

97.24.1 Define employment at will.
97.24.2 Research federal, state and local legislation that governs employee exits (e.g., Warren Act, COBRA).
97.24.3 Determine exceptions to and examples of employment at will.
97.24.4 Follow employment at will procedures when releasing staff.

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 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)
Competency 97.25: Release staff due to layoffs.

Descriptors:
97.25.1 Determine the outcomes of using layoffs to increase an organization’s productivity.
97.25.2 Identify procedures for layoffs.
97.25.3 Identify tactics for reducing work force size.
97.25.4 Determine legal constraints associated with layoffs.
97.25.5 Identify out-placement procedures and activities used during layoffs.
97.25.6 Follow procedures for releasing staff due to layoffs.

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)

Competency 97.26: Terminate staff for cause.

Descriptors:
97.26.1 Discuss legal requirements for terminating staff for cause.
97.26.2 Identify documentation requirements when terminating staff for cause.
97.26.3 Ensure that appropriate measures have been taken to ensure the legality of employee termination.
97.26.4 Discuss procedures for protecting the security of the business when dismissing employees.
97.26.5 Identify proactive methods for managing termination for cause.
97.26.6 Implement company guidelines for terminating employee for cause.

Correlated English Language Arts Academic Content Benchmarks

- Demonstrate comprehension of print and electronic text by responding to questions (e.g., literal, inferential, evaluative and synthesizing). (Reading Process B, 8-10; Reading Process B, 11-12)
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Competency 97.27: Conduct employee exit activities.

Descriptors:
97.27.1 Explain the purposes for exit interviews.
97.27.2 Determine questions to ask during exit interviews.
97.27.3 Recognize drivers of terminations, downsizing and outplacement activities.
97.27.4 Ensure employee understanding of laws applicable to employee termination (e.g., voluntary, involuntary, final pay, state requirements).
97.27.5 Discuss the need to use integrity and compassion when terminating employees.
97.27.6 Explain the employee exit process to the employee (e.g., unemployment insurance claim response).
97.27.7 Conduct an exit interview.

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

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Competency 97.28: Explain the roles of labor and management.

Descriptors:
97.28.1 Explain unfair labor practices.
97.28.2 Explain the historical roles of the labor movement in the United States, including how organized labor operates.
97.28.3 Describe historical examples of labor negotiations.
97.28.4 Define collective bargaining.
97.28.5 Explain employees’ right to bargain collectively.
97.28.6 Discuss conflict resolution skills in the collective bargaining process.
97.28.7 Recognize the impact of union organizing activity.

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 97.29: Discuss employee and labor relations issues.

Descriptors:
97.29.1 Explain individual employment rights issues and practices.
97.29.2 Discuss workplace behavior issues and practices (e.g., absenteeism, discipline).
97.29.3 Discuss public sector labor relations issues and practices.
97.29.4 Discuss expatriation and repatriation issues and practices for international assignments.

Competency 97.30: Evaluate strategies for building cooperative employer-employee relationships.

Descriptors:
97.30.1 Develop employee relations programs that will create a positive, high-performance organizational culture.
97.30.2 Measure the effectiveness of employee relations activities.
97.30.3 Describe ways companies establish cooperation between employees and management (e.g., alternate work schedules, work teams, employee involvement, and flexible work arrangements).
97.30.4 Assist with developing work rules.
97.30.5 Differentiate between job enrichment and job enhancement and how they support employer-employee relationship goals.
97.30.6 Assess employee attitudes, opinions and satisfaction (e.g., opinion surveys, attitude surveys, focus groups, climate assessments).
97.30.7 Apply employee assessment data in developing policies, procedures and activities that build employer-employee cooperation.
97.30.8 Evaluate the effectiveness of policies, procedures and activities that build employer-employee cooperation.
97.30.9 Employ techniques for facilitating positive employee relations (small group facilitation, dispute resolution, site-based management committees).

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)
- Compile, organize and evaluate information, take notes and summarize findings. (Research B, 11-12)
Correlated Mathematics Academic Content Benchmarks

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

Compensation and Benefits

BIL: Essential

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Competency 97.31: Coordinate compensation and benefit systems with management goals.

Descriptors:

97.31.1 Determine factors that constitute an effective compensation system.
97.31.2 Compare and contrast the components of a compensation system.
97.31.3 Describe the costs and benefits of employee compensation packages.
97.31.4 Describe the effects of compensation plans on company profits.
97.31.5 Explain common compensation concepts (e.g., market analysis and pay structures, variable pay methods, executive compensation, non-cash compensation).
97.31.6 Explain the differences between incentives and bonuses.
97.31.7 Explain/comply with the federal, state and local compensation and benefit laws (e.g., Fair Labor Standards Act [FLSA], Family Medical Leave Act [FMLA], Employee Retirement Income Security Act [ERISA], Consolidated Omnibus Budget Reconciliation Act [COBRA]).
97.31.8 Identify new or emerging compensation, pre-tax and benefit issues (e.g., health care system changes, company stock risks in retirement plans).
97.31.9 Evaluate compensation policies to ensure that they are positioning the organization internally and externally according to the organization’s strategic objectives.
97.31.10 Evaluate the benefits program to ensure that it is positioning the organization internally and externally according to the organization’s strategic objectives.
97.31.11 Compare and contrast international compensation laws and practices (e.g., compensation, socialized medicine, mandated retirement).
97.31.12 Communicate the compensation and benefits plan and policies to the work force.

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

- 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)

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Competency 97.32: Calculate wages and benefits.

Descriptors:
- 97.32.1 Maintain payroll register and individuals’ earnings records and tax information.
- 97.32.2 Complete employer’s quarterly federal tax return.
- 97.32.3 Calculate fringe benefits.
- 97.32.4 Calculate wage and salary increase plans (e.g., cost of living allowance [COLA], merit increases, profit sharing).

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

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Competency 97.33: Analyze compensation functions.

Descriptors:
- 97.33.1 Explain compensation policies and procedures.
- 97.33.2 Identify criteria used by compensation professionals to research, evaluate and select a payroll system.
- 97.33.3 Research company payroll systems.
- 97.33.4 Identify payroll functions.
97.33.5 Analyze pay rates based on internal worth and external market conditions.
97.33.6 Identify pay structures (e.g., hourly, salaried, commission).
97.33.7 Determine the pay grade of a job.
97.33.8 Conduct job analysis (i.e., job description, competitive market analysis, internal pay range).

**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**

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

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**Competency 97.34: Analyze benefits function**

**Descriptors:**

97.34.1 Explain benefit plans (e.g., health insurance, life insurance, retirement plans, educational assistance, health club)
97.34.2 Describe the most commonly used benefit programs (e.g., cafeteria style, traditional group plans)
97.34.3 Conduct a benefits needs assessment
97.34.4 Investigate and select benefit plans in accordance with an organization’s strategic objectives
97.34.5 Identify most common retirement plans
97.34.6 Explain strategic factors that go into designing a retirement plan for a company (e.g., vesting strategies designed to enhance retention)
97.34.7 Research policies and procedures for a benefit plan
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)
- **Compile, organize and evaluate information, take notes and summarize findings.** (Research 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)
- **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)

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Competency 97.35: Implement organizational development strategies.

97.35.1 Define organizational development.
97.35.2 Discuss the role of organizational reflection in organizational development.
97.35.3 Explain the relationship of system improvement and organizational development.
97.35.4 Describe planning tools used in organizational development.
97.35.5 Explain the use of self-analysis in organizational development.
97.35.6 Discuss employee involvement strategies in organizational development.
97.35.7 Describe the contributions of organizational development to a business.
97.35.8 Explain organizational development theories and applications.
97.35.9 Use organizational development strategies.
Competency 97.36: Apply organizational strategic planning and policy-making processes.

Descriptors:
97.36.1 Identify how Human Resources can participate as a partner in the organization’s strategic planning process.
97.36.2 Establish strategic relationships with individuals and teams in the organization to influence organizational decision making.
97.36.3 Facilitate activities that enable implementing strategic management processes.
97.36.4 Evaluate Human Resource’s contribution to organizational effectiveness, including assessment, design, implementation and evaluation of activities with respect to strategic and organizational objectives.

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)

Employee Health and Safety Programs

Competency 97.37: Evaluate employee health and safety programs.

Descriptors:
97.37.1 Develop and select injury and occupational illness prevention programs.
97.37.2 Design injury and occupational illness prevention programs.
97.37.3 Develop and select safety training and incentive programs.
97.37.4 Evaluate the effectiveness of safety prevention, training and incentive programs.
97.37.5 Implement workplace injury and occupational illness 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)
- *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**

- *Connect statistical techniques to applications in workplace and consumer situations.* (Data Analysis and Probability D, 11-12)
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Competency 97.38: Identify employee fitness and wellness programs.

Descriptors:
97.38.1 Describe goals and services of an employee fitness and wellness program.
97.38.2 Explain types of fitness and wellness programs offered by businesses.
97.38.3 Describe health and wellness program elements needed for the organization.
97.38.4 Discuss the benefits of a fitness and wellness program to both an employee and the organization.
97.38.5 Assess businesses’ employee wellness programs.
97.38.6 Identify criteria that occupational health and safety professionals use in evaluating the effectiveness of employee participation in fitness and wellness programs.

Correlated Mathematics Academic Content Benchmarks

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

Human Resource Information Systems

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Competency 97.39: Maintain human resources records.

Descriptors:
97.39.1 Explain the importance of human resources record keeping.
97.39.2 Identify methods for maintaining human resources records.
97.39.3 Identify types of human resources records maintained by businesses.
97.39.4 Explain procedures for maintaining human resources records.
97.39.5 Use proper methods and procedures to maintain human resources records.
97.39.6 Use confidentiality in dealing with human resources records.
Competency 97.40: Research human resources information system models.
Descriptors:
97.40.1 Identify components and capabilities of a human resources information system.
97.40.2 Examine the relational database of human resources functions that a human resources information system impacts.
97.40.3 Examine types of information generated by a human resources information system used in organizational decision making.
97.40.4 Examine the impact of privacy and accuracy of computerized employee records.

Correlated English Language Arts Academic Content Benchmarks

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

Competency 97.41: Describe Human Resource Information System (HRIS).
Descriptors:
97.41.1 Illustrate the phases of HRIS acquisition.
97.41.2 Identify types of Web-based human resources applications.
97.41.3 Determine the human resources functions that HRIS can facilitate.
97.41.4 State the uses of HRIS data and functions by non-Human Resources specialists.
97.41.5 Explain how HRIS adds value to an organization.
97.41.6 Identify trends of HRIS.

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)