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| **Outcome** | **1.2 Leadership and Communications:** Process, maintain, evaluate and disseminate information in a business. Develop leadership and team building to promote collaboration. |
| **Competencies** | 1.2.3 Identify and use verbal, nonverbal, and active listening skills to communicate effectively.  1.2.5 Communicate information (e.g., directions, ideas, vision, workplace expectations) for an intended audience and purpose.  1.2.10 Use interpersonal skills to provide group leadership, promote collaboration, and work in a team. |

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

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| **Outcome** | **1.6 Business Literacy:** Develop foundational skills and knowledge in entrepreneurship, financial literacy and business operations. |
| **Competencies** | 1.6.4 Identify types of businesses, ownership, and entities (i.e., individual proprietorships, partnerships, corporations, cooperatives, public, private, profit, not-for-profit).  1.6.7 Identify the effect of supply and demand on products and services. |

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| **Outcome** | **1.7 Entrepreneurship/Entrepreneurs:** Analyze the environment in which a business operates and the economic factors and opportunities associated with self-employment. |
| **Competencies** | 1.7.6 Describe life cycles of an entrepreneurial business and an entrepreneur. |

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| **Outcome** | **1.11 Principles of Business Economics:** Examine and employ economic principles, concepts, and policies to accomplish organizational goals and objectives. |
| **Competencies** | 1.11.2Identify the difference between monetary and nonmonetary incentives and explain how changes in incentives cause changes in behavior.  1.11.3Use economic indicators to identify economic trends and conditions (e.g., inflation, interest rate fluctuations, unemployment rates).  1.11.5Analyze factors that affect currency and exchange rates.  1.11.6Explain how financial markets and government policies influence interest rates (credit ratings/debt ceiling), trade deficits and unemployment.  1.11.7Describe how economic performance and culture are interdependent. |

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| **Outcome** | **2.1 Business Activities:** Relate business functions to business models, business strategies and organizational goal achievement. |
| **Competencies** | 2.1.1 Explain the reasons that businesses and organizations exist and their role in society, and describe types of business models.  2.1.2 Describe the business changes that are occurring in response to the external environment in which businesses operate.  2.1.3 Describe types of business activities, or functions (e.g., accounting, finance, human resources management, information management, marketing, operations, sales and strategic management); the interactions among business functions, or activities; and the differences in implementation that occur in big versus small business.  2.1.4 Explain forces that are driving business changes (e.g., globalization, consumer demand, government policies, political climate, diversity, spending trends, industry structure changes) and how organizations are adapting to today’s business environment (e.g., proactive management, competitive aggression, innovative management, agile management, organizational learning, market orientation, slack resources).  2.1.5 Describe the need for and role of accounting and finance (e.g., understanding accounting treatment, verifying information, analyzing variances, guiding decision-making), and explain how they interact with and impact other business activities or functions.  2.1.6 Explain the role and function of human resources management, describe its interactions with other functional areas, and identify its contributions to an organization.  2.1.7 Explain the nature and scope of information management and its contributions to business operations.  2.1.8 Describe marketing’s role and function in business and its contributions to overall business strategy.  2.1.9 Explain factors that motivate customers, clients and businesses to buy and actions employees can take to achieve the company’s desired results.  2.1.10 Describe connections among business ethics, actions and results (e.g., influencing consumer behavior, gaining market share).  2.1.11 Differentiate between operations and supply chain, and describe their components, or activities, and contributions to business.  2.1.12 Explain the nature of management and levels of management (e.g., front line, middle management, executive).  2.1.13 Identify ways that technology impacts business activities.  2.1.14 Describe the evolution of business. |

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| **Outcome** | **2.2 Economic Principles:** Relate principles and concepts of applied economics to business models, business activities and organizational goal achievement. |
| **Competencies** | 2.2.1 Describe the concepts of economic goods and services, economics and economic activities (i.e., production, distribution, exchange, consumption and circular flow of income model).  2.2.2 Explain types of economic resources, competition and economic systems (e.g., traditional, command, market), the systems’ characteristics, their advantages and disadvantages and impact on business.  2.2.4 Determine economic utilities created by business activities (e.g., time, place, possession, form or task).  2.2.5 Determine types of business risks (e.g., pure, speculative, natural, human, economic).  2.2.6 Distinguish between gross and net profit, identify factors affecting a business’s profit (e.g., demand, chance, pricing, expenses, costs, the economy), and recognize controllable and non-controllable expenses.  2.2.7 Determine the relationship between government and business, identify government agencies that facilitate trade, and describe the impact of government regulations on business activities.  2.2.8 Describe the nature of taxes paid by businesses and their impact.  2.2.9 Explain the concept of productivity, how it is measured and its importance to business.  2.2.10 Analyze the impact of specialization and division of labor on productivity.  2.2.11 Explain reasons that labor unions form, analyze their impact on business, and describe types of negotiation strategies used in the collective bargaining process.  2.2.12 Explain the impact of the law of diminishing returns and the concept of economies of scale.  2.2.15 Describe the phases of business cycles (i.e., expansion, peak, contraction, trough) and industry cycles (i.e., start-up or innovations, dominance, shakeout or consolidation, maturity, decline), benefits of understanding them, their internal and external causes, their impact on business and ways businesses deal with different phases. |

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| **Outcome** | **2.3 International Business:** Relate factors impacting international business to internal business operations, practices and strategies. |
| **Competencies** | 2.3.1 Describe the global environment in which businesses operate, identify leading economies, and explain how the global environment impacts a business’s overall global strategy.  2.3.2 Describe market-entry strategies for conducting business globally (e.g., import and export, technology licensing, franchising, wholly owned branch and subsidiary operations, joint ventures, consortia) and the considerations impacting the decision to offer goods or services globally.  2.3.3 Explain the nature of global trade and the impact of cultural and social environments on it. |

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| **Outcome** | **2.4 Business Processes:** Relate business process design to organizational structure and organizational goal achievement. |
| **Competencies** | 2.4.1 Explain the impact of organizational design (e.g., reporting lines) on business process design.  2.4.2 Identify types of business processes, their purposes (e.g., added customer value, increased efficiencies), their characteristics, their components (e.g., events, activities, decision points, metrics) and their interrelationships.  2.4.3 Describe the importance of outcomes and value in business processes and the business problems created by inefficient business processes (e.g., unhappy customers, increased costs, missed deadlines, frustrated coworkers). |

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| **Outcome** | **5.6 Pricing:** Apply the concepts and strategies needed to determine and adjust prices to maximize return and meet customers or clients’ perception of value. |
| **Competencies** | 5.6.1 Describe the functions of prices in markets. |

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

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| **Outcome** | **7.4 Quality Management:** Design, implement, and manage quality-control processes to minimize errors, expedite workflow, and achieve performance objectives at a reasonable cost, using continuous improvement techniques [e.g., lean, Six Sigma or DMAIC (Define, Measure, Analyze, Improve, Control)] . |
| **Competencies** | 7.4.1 Describe the nature of quality, and identify quality-control measures and techniques. |

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| **Outcome** | **7.7 Supply Chain Management:** Conduct supply chain management activities to coordinate supply chain design and operations to achieve organizational goals and objectives. |
| **Competencies** | 7.7.1 Discuss the relationship between economic output and a society’s standard of living.  7.7.2 Analyze the effects of inputs and outputs on productivity levels. |

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| **Outcome** | **10.3 Change Management:** Adapt to, manage, and create change initiatives in an organization to accomplish organizational objectives. |
| **Competencies** | 10.3.2 Describe the relationship among innovation, learning, and change. |

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| **Outcome** | **10.6 Product Development:** Generate, screen and develop ideas into new products and services that can be commercialized. |
| **Competencies** | 10.6.2 Develop decision-making criteria, and define the decision-making process that will be used to screen ideas for feasibility.  10.6.3 Research the potential costs, revenues and profits, and marketing strategy of the new product or service (i.e., conduct feasibility study). |