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| **Outcome** | **1.1 Employability Skills:** Develop career awareness and employability skills (e.g., face-to-face, online) needed for gaining and maintaining employment in diverse business settings. |
| **Competencies** | 1.1.2 Identify the scope of career opportunities and the requirements for education, training, certification, licensure and experience. |

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| **Outcome** | **1.2 Leadership and Communications:** Process, maintain, evaluate and disseminate information in a business. Develop leadership and team building to promote collaboration. |
| **Competencies** | 1.2.10 Use interpersonal skills to provide group leadership, promote collaboration, and work in a team.  1.2.13 Identify stakeholders and solicit their opinions. |

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| **Outcome** | **1.3 Business Ethics and Law:** Analyze how professional, ethical, and legal behavior contributes to continuous improvement in organizational performance and regulatory compliance. |
| **Competencies** | 1.3.8Verify compliance with computer and intellectual property laws and regulations. |

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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).  1.4.3 Verify compliance with security rules, regulations and codes (e.g., property, privacy, access, accuracy issues, client and patient record confidentiality) pertaining to technology specific to industry pathway.  1.4.4 Use system hardware to support software applications.  1.4.5 Use information technology tools to maintain, secure and monitor business records.  1.4.6 Use electronic database to access and create business and technical information. |

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| **Outcome** | **3.2 Relationship Management:** Apply techniques and strategies to develop, maintain and grow positive relationships with employees, peers and stakeholders. |
| **Competencies** | 3.2.9 Establish strategic relationships with others.  3.2.10 Share best practices with key individuals and groups within and outside the business.  3.2.11 Manage internal and external business relationships to foster positive interactions, and strategically plan and leverage business relationships for growth. |

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| **Outcome** | **3.3 Business Communications Management:** Apply strategies and procedures to plan, create, implement, and evaluate internal and external company communications. |
| **Competencies** | 3.3.4 Implement strategies to solicit feedback. |

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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** | 6.2.8 Conduct information technology needs assessment, and analyze company’s data requirements.  6.2.9 Create and institute policies and procedures to protect data and intangibles.  6.2.10 Identify strategies for integrating technology into department or enterprise operations. |

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| **Outcome** | **6.3 Business Applications:** Apply tools, processes and procedures to manage the efficient and effective use of technology to achieve organizational goals. |
| **Competencies** | 6.3.2 Mine standard databases (e.g., accounting, customer, product, vendor, sales, operations, human resources, patient, supplier, procurement), apply analytical tools, and interpret the findings.  6.3.3 Implement collaborative or groupware and cloud computing applications (e.g., services, application, virtual environments) to facilitate projects and business operations.  6.3.6 Conduct usability testing, and develop strategies to enhance the usability and scalability of systems and compatibility of applications.  6.3.7 Maintain a multimedia website, and test and post website design changes.  6.3.8 Establish operational performance benchmarks for websites and storefronts (e.g., maintenance and load times), and build scalable design requirements that are consistent with desired performance benchmarks.  6.3.9 Evaluate the efficacy of service-level agreements on data processing and management, and recommend and implement needed changes.  6.3.10 Manage data change risks (e.g., change authorization, change documentation, spreadsheet controls, test databases, offsite backups).  6.3.11 Identify the information technology needs of a new business venture, project, product, or service. |

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| **Outcome** | **6.4 Knowledge Management:** Apply systems, strategies and practices to share, organize, store, analyze and facilitate the use of a business’s insights, processes, procedures and experiences as a strategic asset. |
| **Competencies** | 6.4.1 Identify and employ a taxonomy and metadata schema to support uniform data dictionaries, enterprise-search and email support and content management.  6.4.2 Determine the factors that impact the scalability of knowledge management frameworks and the ability for organizations to identify, create or summarize, store, share and apply knowledge in centralized and dispersed environments.  6.4.3 Select and implement offline tools and techniques to gather, document and organize the knowledge residing with employees across the organization (e.g., relational networks, brainstorming, learning and idea capture, peer assist, learning reviews, storytelling, collaborative physical workspace, knowledge cafés, communities of practice).  6.4.4 Select and apply online networks and tools to disseminate knowledge and effective practices (e.g., document libraries, Wikis, blogs, social networking sites or services, knowledge clusters, expert locators, collaborative virtual workspaces, interfaces).  6.4.5 Evaluate the impact of an organization’s knowledge validation and security strategy.  6.4.6 Evaluate knowledge-management metrics.  6.4.7 Maintain and update knowledge management systems (e.g., incorporate new social networks, identify or create new queries, purge outdated information). |

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| **Outcome** | **7.1 Safety, Health and Security:** Develop, administer and manage policies and procedures to promote business safety, health, and security and to reduce risk of loss. |
| **Competencies** | 7.1.5 Identify strategies for protecting business’s digital assets, customer data, and other confidential business information. |

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| **Outcome** | **8.1 Business Process Analysis:** Conduct business process analysis to identify, analyze, and solve business problems and improve process performance. |
| **Competencies** | 8.1.1 Explain approaches for documenting business processes that identify financial risks and controls, value creation activities, bottlenecks, performance issues, and improvement opportunities.  8.1.2 Document the process activities, records or information and systems involved in business activities (e.g., developing new products, acquiring new customers, producing inventory for sale, selling goods and services, managing people).  8.1.3 Identify process requirements and performance expectations.  8.1.4 Identify measurements and metrics for evaluating process effectiveness and efficiency.  8.1.5 Identify and select approaches for acquiring and evaluating quantitative and qualitative business-process data (e.g., observation, re-performance, surveys, data analysis).  8.1.6 Identify a business problem, define data needs and constraints and assumptions, and communicate the scope of a business analysis project.  8.1.7 Make recommendations for areas of improvement in a business process, and quantify the costs and benefits. |

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| **Outcome** | **8.2 Data Research and Analysis:** Apply structured approaches and tools to capture, analyze, and interpret data to assist in the achievement of organizational goals. |
| **Competencies** | 8.2.1 Create databases, data warehouses, data marts, and database management systems to capture and manipulate structured data for problem-solving and business needs (e.g., reporting, compliance).  8.2.2 Distinguish among normal and abnormal variations, causality, and correlation in patterns.  8.2.3 Explain factors used to select appropriate data analysis techniques (e.g., if-then rule, similarity-driven model, equation models, linear or non-linear regression).  8.2.4 Identify challenges associated with data analysis, implications on problem solving, and potential solutions (e.g., if-then rule, missing data, microdata).  8.2.5 Explain factors used to challenge the usability of rules (e.g., support, confidence, target model performance [lift], actionable).  8.2.6 Describe the nature of mining unstructured data (e.g., online discussion forums, social networks, call scripts).  8.2.7 Determine information or data availability, and evaluate existing data structures using data tables and field mapping.  8.2.8 Develop specifications that produce accurate and properly reported data.  8.2.9 Apply statistical methods and software systems (e.g. set confidence levels, test for relationships and associations, use statistical inferences, use analytical software) to aid in data interpretation.  8.2.10 Preserve, convert, or migrate existing data files and analyze data using computer programs and scripts.  8.2.11 Integrate data mining (analytics) into business operations (e.g., issue identification, network analytics, web analytics, fraud analytics, customer analytics, risk analytics, web analytics). |

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| **Outcome** | **8.3 Project Management:** Plan, manage, monitor, and control projects to improve workflow, minimize costs, and achieve intended project outcomes using planning and project-management tools. |
| **Competencies** | 8.3.3 Define project objectives, scope, outputs, and resource requirements (i.e., project charter and statement of work).  8.3.4 Document, sequence, allocate, and schedule activities to facilitate on-time and on-budget completion of project by qualified resources.  8.3.5 Manage project scope and activities as project progresses (e.g., identify scope changes, monitor critical path, update project activities).  8.3.6 Manage project schedule, resources, costs, and quality as project progresses (e.g., review project completion status, identify potential delays, review costs, review drafts).  8.3.7 Monitor and communicate project status, issues and changes to stakeholders.  8.3.8 Manage the project team throughout the project to reduce conflict, minimize rework, and meet the project objectives (e.g., enforce ground rules, identify and provide training, facilitate cross-team communications, catalog and resolve issues, provide feedback).  8.3.9 Close project (e.g., obtain buyer acceptance, finalize billing, archive documentation).  8.3.10 Evaluate project results (e.g., compare project results to expectations, conduct surveys, review lessons learned), and recommend follow-up actions. |

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| **Outcome** | **9.4 Internal Controls:** Establish suitable internal controls to ensure the proper recording and reporting of transactions in compliance with applicable standards. |
| **Competencies** | 9.4.5 Inspect and ensure the continued functioning of internal controls. |

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| **Outcome** | **9.7 Managerial Accounting:** Track, report, and analyze a company’s financial information to enable decision-making by internal parties. |
| **Competencies** | 9.7.6 Apply cost and revenue data for short-term and long-term decision-making, strategic planning, and forecasting.  9.7.7 Project future revenues and expenses for budgeting and forecasting purposes. |