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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** | 1.3.1 Analyze how regulatory compliance affects business operations and organizational performance.  1.3.7 Identify the labor laws that affect employment and the consequences of noncompliance for both employee and employer (e.g., harassment, labor, employment, employment interview, testing, minor labor laws, Americans with Disabilities Act, Fair Labor Standards Acts, Equal Employment Opportunity Commission [EEOC]). |

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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** | 1.6.9 Explain how the performance of an employee, a department and an organization is assessed. |

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| **Outcome** | **1.8 Operations Management:** Plan, organize and monitor an organization or department to maximize contribution to organizational goals and objectives. |
| **Competencies** | 1.8.9 Develop a budget that reflects the strategies and goals of the organization. |

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| **Outcome** | **1.10 Sales and Marketing:** Manage pricing, place, promotion, packaging, positioning and public relations to improve quality customer service. | |
| **Competencies** | 1.10.8 Use promotional techniques to maximize sales revenues (e.g., advertising, sales promotions, publicity, public relations).  1.10.10 Demonstrate sales techniques. | |
| **Outcome** | **2.1 Business Activities:** Relate business functions to business models, business strategies and organizational goal achievement. |
| **Competencies** | 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. |

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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. |

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| **Outcome** | **3.1 Customer Relations:** Apply techniques, strategies and tools to develop, maintain and grow positive internal and external customer, or client, relationships. |
| **Competencies** | 3.1.7 Describe the scope of customer-relationship management to show its contribution to business. |

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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** | 3.3.13 Interpret research data into information for decision-making (e.g., interpret descriptive statistics, correlations), and translate findings into actionable business recommendations. |

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| **Outcome** | **4.1 Enterprise Risk Management Fundamentals:** Apply foundational business skills and tools to identify risks and seize opportunities related to the achievement of business objectives. |
| **Competencies** | 4.1.1 Explain the role of enterprise risk management in protecting and creating value for stakeholders (e.g., owners, employees, customers, regulators, vendors, society).  4.1.2 Describe the impact of governmental and self-regulatory agency requirements on the structure, focus and cost of enterprise risk management.  4.1.3 Describe ways that businesses prevent, control, transfer and retain risks. |

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

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| **Outcome** | **5.1 Marketing Fundamentals:** Describe principles of marketing, marketing functions and the factors influencing their effectiveness. |
| **Competencies** | 5.1.2 Identify legal and ethical issues associated with marketing activities or functions, describe the organizational values impacted, and identify the marketing-mix components (e.g., product, price, promotion, place) affected. |

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| **Outcome** | **5.2 Channel Management:** Apply the concepts and processes needed to identify, select, monitor and evaluate distribution channels that support achievement of organizational goals and objectives. |
| **Competencies** | 5.2.6 Select channels of distribution. |

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| **Outcome** | **5.5 Market Planning:** Utilize principles and tools to select an audience and to identify and select marketing strategies to reach targeted audiences. |
| **Competencies** | 5.5.4 Identify market segments, and select target market(s).  5.5.5 Profile target customer to determine market needs and customer demand for products and services.  5.5.6 Explain the role of situation analysis in the marketing planning process.  5.5.7 Conduct a market analysis (market size, area, potential, etc.).  5.5.9 Conduct a competitive analysis. |

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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** | 5.6.5 Employ pricing strategies to set prices throughout the product and customer life cycle. |

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| **Outcome** | **6.1 Management Fundamentals:** Describe business management practices and their contributions to goal achievement and organizational success. |
| **Competencies** | 6.1.1 Distinguish between management and leadership, and describe the factors that influence management.  6.1.3 Describe the types of resources managed in business and their significance in business operations, and explain the differences between managing internal versus external resources.  6.1.4 Explain the purposes and nature of management functions (e.g., strategic and tactical planning, organizing, directing, staffing, controlling), and describe considerations in the business environment that impact their use.  6.1.5 Compare management and motivation theories, and determine appropriate situations in which each would be used.  6.1.8 Distinguish among the scope and purposes of data management, information management and knowledge management, and explain legal and ethical considerations associated with each.  6.1.9 Describe knowledge management strategies.  6.1.10 Describe the need for and impact of quality management in organizations.  6.1.12 Describe project management processes, skills and knowledge necessary for successful project outcomes. |

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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** | 6.2.3 Monitor and audit internal records. |

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| **Outcome** | **6.5 Human Resources Planning:** Plan talent-management activities that align with organizational and human-resource strategy and provide appropriate guidance for talent-management decision-making. |
| **Competencies** | 6.5.11 Develop a short-term staffing plan that supports business needs and facilitates strategic placement of talent. |

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| **Outcome** | **6.6 Talent Acquisition:** Apply policies, procedures, and strategies to obtain the best qualified candidates for job positions in union and non-union environments while minimizing associated costs. |
| **Competencies** | 6.6.1 Determine staffing needs, and evaluate availability of talent.  6.6.4 Identify and implement legally compliant strategies to recruit and track job applicants domestically and internationally.  6.6.6 Screen and interview job applicants using culturally appropriate techniques.  6.6.9 Make hiring decisions, and follow up with applicants in a consistent and compliant manner. |

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| **Outcome** | **6.7 Talent Onboarding and Development:** Apply strategies, policies and procedures to orient new hires and provide growth opportunities to engage new and existing union and non-union employees in the workplace. |
| **Competencies** | 6.7.6 Administer talent-development activities and training, and coach for performance or development using talent-development theories.  6.7.8 Conduct and document performance reviews to enhance performance and development and to protect the organization.  6.7.10 Determine when employee corrective measures are needed, and take needed action to address problem or issue (e.g., retraining, reassignment, reprimand, demotion, dismissal, coaching).  6.7.14 Make recommendations for succession planning and for the development of a succession and workforce program tied to leadership and staff development. |

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| **Outcome** | **6.9 Employee Engagement, Experience and Relations:** Identify and administer strategies, policies, activities and procedures to promote employee satisfaction, engagement and retention and to minimize costs. |
| **Competencies** | 6.9.4 Implement processes to promote equitable opportunities for employees.  6.9.5 Address and document employee issues, and recommend resolutions.  6.9.10 Delegate work to others, and assist with prioritizing work responsibilities. |

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| **Outcome** | 7**.2 Sourcing and Procurement:** Implement sourcing and procurement activities to obtain resources that enable achievement of organizational goals and objectives and to enhance the organization’s financial wellbeing. |
| **Competencies** | 7.2.2 Identify potential sources of materials or services locally, nationally, and globally, and make purchases. |

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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** | 8.3.1 Compare and contrast the role and responsibilities of project sponsors, project managers, and project team members.  8.3.2 Explain the impact of expectation setting on project outcomes.  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** | **9.1 Financial Principles:** Apply tools, strategies, and systems to plan and monitor the use of financial resources. |
| **Competencies** | 9.1.10 Forecast sales, and interpret financial ratios. |

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| **Outcome** | **9.5 Financial Accounting:** Track, record, and summarize financial transactions to enable accurate reporting of financial activity to external parties. |
| **Competencies** | 9.5.13 Perform automated accounting functions using available hardware and software applications. |

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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** | 9.7.7 Project future revenues and expenses for budgeting and forecasting purposes. |

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| **Outcome** | **10.1 Strategic Planning:** Implement planning tools to guide organization’s/ department’s activities. |
| **Competencies** | 10.1.2 Define business mission.  10.1.4 Conduct an organizational or department situational analysis of the internal and external environment to support development of a strategic plan.  10.1.6 Develop and communicate time-bound company or departmental vision, goals and objectives.  10.1.8 Track achievement of goals and objectives using benchmarking techniques and internal information. |

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| **Outcome** | **10.6 Product Development:** Generate, screen and develop ideas into new products and services that can be commercialized. |
| **Competencies** | 10.6.9 Create a business plan.  10.6.11 Identify the purposes and the components of a business plan. |