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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.  1.1.7. Apply problem-solving and critical-thinking skills to work-related issues when making decisions and formulating solutions. |

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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** | 1.2.1Extract relevant, valid information from materials and cite sources of information.  1.2.2 Deliver formal and informal presentations.  1.2.3. Identify and use verbal, nonverbal and active listening skills to communicate effectively.  1.2.4. Use negotiation and conflict-resolution skills to reach solutions.  1.2.5. Communicate information (e.g., directions, ideas, vision, workplace expectations) for an intended audience and purpose.  1.2.6. Use proper grammar and expression in all aspects of communication.  1.2.7. Use problem-solving and consensus-building techniques to draw conclusions and determine next steps.  1.2.8. Identify the strengths, weaknesses and characteristics of leadership styles that influence internal and external workplace relationships.  1.2.9. Identify advantages and disadvantages involving digital and/or electronic communications (e.g., common content for large audience, control of tone, speed, cost, lack of non-verbal cues, potential for forwarding information, longevity).  1.2.10. Use interpersonal skills to provide group leadership, promote collaboration and work in a team (e.g., writer, reporter, designer, director, actor, conductor, technical crew).  1.2.11. Write professional correspondence, documents, job applications and resumés.  1.2.12. Use technical writing skills to complete forms and create reports.  1.2.13. Identify stakeholders and solicit their opinions.  1.2.14. Use motivational strategies to accomplish goals. |
| **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.  1.3.3 Use ethical character traits consistent with workplace standards (e.g., honesty, personal integrity, compassion, justice).  1.3.4. Identify how federal and state consumer protection laws affect products and services.  1.3.5. Access and implement safety compliance measures (e.g., quality assurance information, safety data sheets [SDSs], product safety data sheets [PSDSs], United States Environmental Protection Agency [EPA], United States Occupational Safety and Health Administration [OSHA]) that contribute to the continuous improvement of the organization.  1.3.6. Identify deceptive practices (e.g., bait and switch, identity theft, unlawful door-to-door sales, deceptive service estimates, fraudulent misrepresentations) and their overall impact on 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]).  1.3.8 Verify compliance with computer and intellectual property laws and regulations.  1.3.9 Identify potential conflicts of interest (e.g., personal gain, project bidding) between personal, organizational and professional ethical standards. |

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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.  1.4.6 Use an electronic database to access and create business and technical information.  1.4.8 Use electronic media to communicate and follow network etiquette guidelines. |

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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).  1.6.5. Describe organizational structure, chain of command, the roles and responsibilities of the organizational departments and interdepartmental interactions.  1.6.12. Describe classifications of employee benefits, rights, deductions and compensations. |

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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** | 1.7.1. Compare and contrast the four types of business ownership (i.e., individual proprietorships, partnerships, corporations, cooperatives).  1.7.13.Protect intellectual property and knowledge (e.g., copyright, patent, trademark, trade secrets, processes). |

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| **Outcome** | **1.9. Financial Management:** Use financial tools, strategies and systems to develop, monitor and control the use of financial resources to ensure personal and business financial well-being. |
| **Competencies** | 1.9.4. Identify credit types and their uses in order to establish credit.  1.9.5. Identify ways to avoid or correct debt problems (e.g., collection agency payments and post-collection agency payments). |

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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** | 1.11.9. Describe how laws and regulations influence domestic and international trade. |

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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** | 2.2.7 Determine the relationship between government and business, identify government agencies that facilitate trade, and describe the impact of government regulations on business activities.  2.2.11 Explain reasons that labor unions form, analyze their impact on business, and describe types of negotiation strategies used in the collective bargaining process. |

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| **Outcome** | **2.3 International Business:** Relate factors impacting international business to internal business operations, practices and strategies. |
| **Competencies** | 2.3.11 Explain the nature of global legal systems (e.g., civil or code, common, statutory), their impact on global trade and the approaches and legal recourse available to resolve disputes in global markets. |

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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** | 3.1.5 Maintain confidentiality or privacy of internal and external customers. |

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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** | 4.1.2 Describe the impact of governmental and self-regulatory agency requirements on the structure, focus and cost of enterprise risk management. |

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| **Outcome** | **4.3 Compliance:** Develop compliance systems, processes and procedures used to manage compliance risk across an organization. |
| **Competencies** | 4.3.1 Compare and contrast internal and external authoritative sources of compliances standards (e.g., legal code, government agencies and self-regulatory organizations), the types of institutions governed and the penalties associated with noncompliance.  4.3.2 Explain the impact of compliance requirements on business structure, functions (e.g., marketing, information technology, human resources), products and services and pricing.  4.3.3 Explain the elements of a compliance program and how requirements and expectations differ across industry sectors (e.g., financial services, healthcare, consumer products, restaurants and food and beverages, etc.).  4.3.7 Monitor compliance with organizational or departmental compliance policies and procedures (e.g., continuing education requirements, prevention of fraudulent practices, record falsification or alteration, patient or customer abuse, lack of follow-up).  4.3.8 Identify strategies for managing professional liability and malpractice risks (e.g., incompetent or impaired physicians, unnecessary procedures, patient or customer misconduct, service or medical errors, lack of training, poor documentation). |

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| **Outcome** | **4.4 Legal Environment:**  Identify the requirements of the legal environment in which business and society operate to facilitate lawful and ethical operations. |
|  | 4.4.1 Distinguish between secured and unsecured creditors, explain the debtor-creditor relationship and legal protections provided each party, and determine relief options for debtors.  4.4.2 Describe consumer rights and responsibilities, services provided by consumer protection agencies and consumer protection laws.  4.4.3 Explain businesses’ responsibility for product safety, and identify product liability issues and the applicable laws and regulations.  4.4.4 Describe advertising laws and regulations in digital and brick-and-mortar business environments.  4.4.5 Identify employment laws, and describe the rights and responsibilities of parties to an employment contract, types of workplace regulations (e.g., OSHA, ADA, FMLA), role of equal opportunity employment and the role of unions in business.  4.4.6 Explain retirement plans, and describe pension and profit-sharing laws.  4.4.7 Explain tax regulations affecting business, tax reporting requirements, penalties for noncompliance with tax laws and the tax enforcement process.  4.4.8 Identify the characteristics and process differences that distinguish commercial real estate settlement from residential real estate settlement.  4.4.9 Describe legal documents relating to the purchase, sell and lease of residential property, insurance requirements, and residential real-estate settlement procedures.  4.4.10 Identify the duties of landlords and tenants.  4.4.11 Describe forms of bankruptcy and bankruptcy proceedings, and explain the impact of these proceedings on business.  4.4.12 Identify legal procedures pertinent to estates, and identify types of legal documents associated with estates (e.g., testamentary letters, wills, trusts, power of attorney, estate tax returns).  4.4.13 Describe family and domestic relations law considerations for adoption, eldercare and assisted living. |

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| **Outcome** | **4.5 Legal Research:** Apply legal reasoning to establish a legal position that effectively and efficiently discharges legal obligations while supporting business operations and the achievement of business objectives. |
| **Competencies** | 4.5.1 Conduct legal research, and organize results in logical order.  4.5.2 Identify required process for obtaining access to information.  4.5.3 Draft release or access documents.  4.5.4 Validate information (e.g. factual documents, evidence, exhibits, legal client matters) for use in legal proceedings.  4.5.5 Prepare fully-compliant legal documents, common court documents and supporting documentation (e.g., digests of deposition transcripts, exhibit lists).  4.5.6 Identify interrelationships among cases, statutes, regulations and other legal authorities; and apply a recognized legal authority to specific factual situation(s).  4.5.7 Recognize when and why varied fact situations allow for exceptions to general legal rules. |

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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** | 4.6.1 Compare and contrast ethical standards and challenges in domestic and international markets and across countries or areas (e.g., Brazil, China, Latin America, Pacific Rim).  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).  4.6.3 Describe social responsibility policies and practices, and explain their impact on business operations and performance (e.g. community development, charitable foundations, green practices).  4.6.4 Identify factors that impact the social responsibility policies implemented by businesses (e.g., national and state regulations, market or customer requirements, and profit considerations).  4.6.9 Exhibit ethical behavior and social responsibility in the global environment in which business operates. |

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| **Outcome** | **4.7 Governance Structures:** Relate governance structures to organizational goal achievement. |
| **Competencies** | 4.7.1 Explain the need for and impact of governance on business management, performance and regulatory oversight. |

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| **Outcome** | **4**.**8 Legal Foundations:** Identify the legal principles that undergird business operations, and apply regulatory provisions to business situations. |
| **Competencies** | 4.8.1 Acquire information about the role of the constitution in business law, sources of law in the United States and the role of the U.S. judicial system.  4.8.2 Distinguish among types of laws (e.g., criminal, civil, regulatory), and explain their major functions.  4.8.3 Describe criminal and civil law and proceedings that impact legal requirements from initial filing activities to settlement and appeals.  4.8.4 Explain the functions performed by officials in the court system, the differences in functions and procedures among the different courts (e.g., trial court, appellate court, administrative hearings) with the state and federal court systems and the impact of these differences on the management of documentation and evidence.  4.8.5 Describe how the legal environment in which businesses operate is affected by the civil infrastructure (e.g., torts, contracts, legal agreements) of the United States.  4.8.6 Distinguish among types of torts (i.e., intentional, negligence and strict liability), and explain the impact of tort law on business.  4.8.7 Describe legal issues affecting businesses and the impact of government regulations and regulatory agencies on businesses.  4.8.8 Identify factors impacting the options available to settle a legal matter (e.g., contract terms, statutory requirements, legal precedents, evidence).  4.8.9 Identify requirements needed for an enforceable contract, and differentiate among types of contracts (e.g., oral, written, implied, transferable, nontransferable).  4.8.10 Determine the rights of parties in a contract, how the contract can be discharged and what actions can occur with a breach of contract.  4.8.11 Determine tactics businesses can take to avoid litigation and alternative methods and processes they can use to resolve disputes.  4.8.12 Explain the importance of property in the legal environment of business; and describe how ownership rights are acquired, held and transferred.  4.8.13 Identify areas of law relevant to a particular situation, define statutes of limitations for areas of law, and distinguish between substantive and procedural law.  4.8.14 Describe environmental law agencies and regulations, procedures for reporting violations and the impact of environmental law on business.  4.8.15 Describe administrative law and the types and powers of administrative agencies. |

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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** | **6.5 Human Resources Planning:** Plan talent-management activities that align with organizational and human-resources strategy and provide appropriate guidance for talent-management decision-making. |
| **Competencies** | 6.5.2 Describe factors that impact human-resources management (e.g., availability of qualified people, alternative staffing methods, employment laws and regulations, company policies and procedures, total rewards programs, diversity and inclusion, technology). |
| **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** | 6.6.10 Make job offers explaining contingencies underlying the offers and negotiate employment terms or contracts. |

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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** | 6.7.2 Conduct human resources onboarding activities (e.g., employment eligibility verification [I-9 form], tax paperwork, contracts, benefit plans, policy orientation). |

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| **Outcome** | **6.8 Talent Rewards and Recognition:** Apply strategies, processes and procedures to administer and assess compensation and benefits plans in union and non-unionized environments. |
| **Competencies** | 6.8.3 Classify jobs (e.g., Fair Labor Standards Act [FLSA] exempt, non-exempt, Equal Employment Opportunity Commission [EEOC] occupational category); and apply salary ranges, pay grades or bands and benefits eligibility. |

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| **Outcome** | **6.10 Human Resource Operations:** Develop, implement and evaluate the day-to-day policies, procedures and activities that are used to ensure efficient, effective human-resources management. |
| **Competencies** | 6.10.2 Process human-resource compliance paperwork, and complete required reporting (e.g., workers’ compensation claims, Occupational Safety and Health Administration [OSHA] documents, employment documents, fair medical leave, disability, unemployment). |

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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** | 7.1.3 Identify types of hazardous materials, and describe their impact on human health and environmental resources. |

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| **Outcome** | **8.4 Contract Oversight:** Administer contracts to achieve organizational goals and minimize risk. |
| **Competencies** | 8.4.1 Distinguish among types of contracts (e.g., oral, written, implied, transferable, nontransferable, vendor contracts, labor agreement, statement of work, master services agreement, letters of intent, memoranda of understanding).  8.4.2 Explain contract components and their associated risks, terms, and conditions.  8.4.8 Describe options available to resolve breach of contract efficiently and effectively to reduce business loss (e.g., renegotiation of terms, settlement).  8.4.9 Explain factors considered when evaluating acceptance of offers.  8.4.10 Plan for and comply with contract termination provisions to reduce business risk (e.g., provide notice, process refunds).  8.4.11 Maintain contract compliance documentation for required timeframe. |

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| **Outcome** | **10.6 Product Development:** Generate, screen and develop ideas into new products and services that can be commercialized. |
| **Competencies** | 10.6.4 Consider legal restrictions and requirements impacting the sale and marketing of new products and services (e.g., non-disclosure agreements, non-compete agreements, statement-of-work, master service agreements).  10.6.10 Implement the initial steps to establish a business (e.g., select business structure, complete legal and regulatory filings, establish financial and tax accounts). |