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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.  1.3.2 Follow protocols and practices necessary to maintain a clean, safe and healthy work environment.  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. |

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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** | 1.11.4 Determine how the quality, quantity and pricing of goods and services are affected by domestic and international competition in a market economy. |

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| **Outcome** | **2.1 Business Activities:** Relate business functions to business models, business strategies and organizational goal achievement. |
| **Competencies** | 2.1.11 Differentiate between operations and supply chain, and describe their components, or activities, and contributions to 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** | 2.2.10 Analyze the impact of specialization and division of labor on productivity.  2.2.12 Explain the impact of the law of diminishing returns and the concept of economies of scale. |

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| **Outcome** | **2.3 International Business:** Relate factors impacting international business to internal business operations, practices and strategies. |
| **Competencies** | 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.  2.3.11 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.  2.3.13 Describe costs associated with global business, methods used to analyze those costs and the role of outsourcing and offshoring in cost management. |

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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** | 4.1.3 Describe ways that businesses prevent, control, transfer and retain risks.  4.1.4 Identify events (e.g., disasters, cyber-attacks, product launch) and stakeholder activities (e.g., supplier bankruptcy, rogue employee, compromised personal information, competitor exit) that could facilitate or prevent an organization from achieving its objectives, i.e., risk, at the organizational level.  4.1.5 Describe quantitative and qualitative approaches to measuring and analyzing risk.  4.1.6 Distinguish among key risk indicators, key performance indicators and process indicators.  4.1.7 Develop a risk appetite goal using the risk-reward relationship.  4.1.8 Select strategies for managing risk (e.g., strategic planning, insurance, internal controls, policies and procedures, good hiring procedures, training, tracking performance, self-regulation), for responding to risky situations and for recovering from disasters.  4.1.9 Describe the elements of an enterprise risk-management policy.  4.1.10 Compare business governance and data governance issues and strategies. |

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| **Outcome** | **4.3 Compliance:** Develop compliance systems, processes and procedures used to manage compliance risk across an organization. |
| **Competencies** | 4.3.4 Describe the factors that influence compliance program costs, effectiveness and value (e.g., organizational size and structure, accreditation, incentives availability).  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).  4.3.9 Explain the value and purpose of compliance assessment activities (e.g., due-diligence reviews, internal audits, work plan reviews). |

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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** | 4.6.5 Develop ethics and CSR policies and reporting processes.  4.6.6 Analyze the impact of ethics and CSR policies on business operations and financial performance.  4.6.7 Monitor compliance with CSR policies, ethics policies and codes of conduct.  4.6.8 Recommend actions to resolve noncompliance with ethics and CSR policies and codes of conduct. |

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| **Outcome** | **5.1 Marketing Fundamentals:** Describe principles of marketing, marketing functions and the factors influencing their effectiveness. |
| **Competencies** | 5.1.6 Explain factors affecting pricing decisions (e.g., customer value perception, brand, negotiating power, corporate policies, competitive strategy, stage of 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** | 6.1.11 Explain the role of supply chain management and its contributions to business operations; and identify its activities, measures and issues.  6.1.13 Contrast operational risk with other types of business risk (e.g., market risk, credit risk, strategic risk), and identify the factors that contribute to operational risk (e.g., insufficient training, lack of supervision, inadequate security, poor system design, poor HR policies). |

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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. |

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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** | 7.1.6 Develop policies, procedures, performance aids, and monitoring activities to promote and support workplace security goals established within safety and security plans.  7.1.7 Conduct safety inspections.  7.1.8 Develop and implement programs containing safety and security policies and procedures to minimize risk.  7.1.9 Recommend emergency response, business recovery, and incidence response plans based on available organizational and community resources.  7.1.10 Conduct business continuity and disaster reaction exercises.  7.1.11 Investigate safety and security incidents.  7.1.12 Evaluate the impact of third-party (e.g., supplier, contractor, foreign joint venture) workplace incidents on business reputation, brand, and performance; and describe strategies to reduce risk.  7.1.13 Adjust emergency and incidence response plans to address hazardous materials presence or release. |

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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** | 7.2.1 Differentiate among purchasing, procurement and sourcing.  7.2.2 Identify potential sources of materials or services locally, nationally and globally; and make purchases.  7.2.3 Evaluate the impact of using global sources.  7.2.4 Manage the bid or contracting process (e.g., bid specification, vendor or supplier search, bid review, selection of vendor) to achieve business goals.  7.2.5 Negotiate vendor contracts with suppliers (e.g., service and maintenance, supplies, system development).  7.2.6 Monitor and evaluate vendor performance and relationships (e.g., supplier visits, scorecards).  7.2.8 Implement expense control strategies (e.g., reduce use of supplies or services, develop budgets, review overhead or operating costs, renegotiate contracts).  7.2.9 Identify opportunities to incorporate operational objectives into the procurement process (e.g., supplier diversity initiatives, supply chain management goals, regulatory compliance).  7.2.10 Evaluate whether to make or buy products.  7.2.11 Assess the impact of accepting gifts on procurement decisions, business performance, and brand image. |

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| **Outcome** | **7.3 Inventory Management:** Plan, acquire, maintain, and monitor inventory to support the achievement of organizational goals. |
| **Competencies** | 7.3.1 Calculate the cost of carrying inventory.  7.3.2 Identify the advantages and disadvantages of Just-in-Time(JIT) inventory processes.  7.3.3 Describe the factors considered in establishing inventory thresholds (e.g., tolerance for stock-outs, supply chain process goals).  7.3.4 Apply and maintain inventory systems and controls to efficiently monitor, safeguard, and replenish inventory (e.g., JIT, Lean, FIFO, LIFO, inventory counts) based on usage levels, lead times, and forecasts.  7.3.5 Plan production capacity using demand forecasts and capacity planning strategies (e.g., lead strategy, lag strategy, match strategy).  7.3.6 Create a master production schedule.  7.3.7 Evaluate the effectiveness and efficiency of a production schedule.  7.3.12 Assess distribution strategies (sales or stock performance, inventory status or performance) using performance metrics.  7.3.13 Conduct inventory valuation.  7.3.14 Determine potential inventory issues, and develop backup options to obtain needed materials and maintain operations.  7.3.15 Describe how inventory management principles apply to intangible services (e.g., monitoring queues and capacity planning for website transactions such as insurance). |

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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** | 7.4.3 Evaluate the impact of quality on internal and external brand experience, reputation, financial performance (e.g., healthcare reimbursement), procurement and sourcing options, and process design.  7.4.4 Utilize quantitative and qualitative quality control measures and methods to evaluate prevention, appraisal, and internal and external failures (e.g., mean time to failure, mean time to repair, training scores, scrap analysis, complaint analysis, warranty analysis).  7.4.5 Describe common elements and different types of documentation systems and their role in quality assurance and quality control (e.g., configuration management, quality manual, document control).  7.4.6 Analyze and report quality of products and services using recognized quality standards and specifications.  7.4.7 Describe validation and qualification methods used in new or revised products, processes, and services (e.g., alpha and beta testing, first-article, customer satisfaction surveys).  7.4.8 Select, apply, and interpret quality tools to manage the quality process (e.g., flowcharts, Pareto charts, cause and effect diagrams, check sheets, scatter diagrams, histograms  7.4.9 Develop a plan for quality improvement. |

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| **Outcome** | **7.5 Facilities Management:** Plan, maintain, and monitor property and equipment to facilitate ongoing business activities. |
| **Competencies** | 7.5.1 Identify routine activities for maintaining, disposing, retiring and replacing business facilities and equipment.  7.5.2 Implement a preventive maintenance program that considers workflow efficiencies and production requirements.  7.5.3 Monitor, evaluate, and improve maintenance program.  7.5.4 Identify waste-reduction opportunities to improve costs, reduce environmental impact, or obtain LEED certification.  7.5.5 Determine opportunities to “green” the workplace.  7.5.6 Evaluate the feasibility of obtaining LEED certification using LEED project site factors and evaluation criteria.  7.5.7 Evaluate emergency preparedness.  7.5.8 Describe factors to consider in managing space-renovation projects.  7.5.9 Develop a strategy to optimize the use of a facility’s space to lower operating costs (e.g., space planning).  7.5.10 Evaluate options for securing facilities and office space to support growth, risk mitigation strategies (e.g., off-site data centers) and new ventures. |

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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** | 7.7.11 Select strategies for improving customer and supplier relationships to support achievement of supply-chain goals. |

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| **Outcome** | **7.8 Operations Risk Management:** Identify and execute strategies to reduce the risk of loss from operational failures to acceptable levels. |
| **Competencies** | 7.8.1 Compare the costs of routine operational failures (e.g., execution errors, accidents, processing failures) with non-routine operational failures (e.g., fraud, conscious violation of professional ethics, acts of nature).  7.8.2 Identify foreign influences that increase the risk of routine and non-routine operational failures in multinational corporations.  7.8.3 Describe strategies for reducing the risk of routine and non-routine operational risk as staffing size and organizational complexity increase (e.g., automation, procedures, checklists).  7.8.5 Identify the operational risk factors associated with new ventures or business changes (e.g., new product, market, system, or process).  7.8.6 Develop alternative strategy for performing operational duties in a disaster situation. |

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| **Outcome** | **8.4 Contract Oversight:** Administer contracts to achieve organizational goals and minimize risk. |
| **Competencies** | 8.4.7 Determine strategies to manage compliance of outsourced and hosted service providers. |

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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** | 9.4.4 Develop and implement internal control procedures (e.g., cash controls, inventory controls, payroll controls, plant asset controls, data protection, personal information controls).  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** | 9.7.2 Track and allocate costs to projects and cost centers (e.g., job order cost sheets, standard cost application, overhead calculation).  9.7.3 Apply cost accounting techniques to challenge prices and to calculate cost of goods sold (e.g., job and process costing, activity-based costing).  9.7.4 Calculate break-even; and analyze cost, volume, and profit variances  (c-v-p).  9.7.5 Set break-even and c-v-p targets.  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. |

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| **Outcome** | **10.1 Strategic Planning:** Implement planning tools to guide organization’s or department’s activities. |
| **Competencies** | 10.1.5 Identify and benchmark key performance indicators (e.g., dashboards, scorecards) and key risk indicators. |