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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** | 1.3.5Access 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** | **2.3 International Business:** Relate factors impacting international business to internal business operations, practices and strategies. |
| **Competencies** | 2.3.6 Explain the impact of a country’s or area’s geography and history on global trade.  2.3.7 Explain the impact of a country's economic development on global trade (e.g., type of economic system, natural resources, educational level, types of industries, infrastructure, technology availability or adoption).  2.3.8 Describe the impact of digital communication tools (e.g., Internet, video- and computer conferencing, webcasts, email, social media, digital communications) on global business activities.  2.3.10 Describe product standards’ issues associated with global business.  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.  2.3.14 Describe customs regulations, their impact on global business and the government agencies that facilitate trade. |

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| **Outcome** | **4.3 Compliance:** Develop compliance systems, processes and procedures used to manage compliance risk across an organization. |
| **Competencies** | 4.3.6 Analyze existing policies, procedures and documents to ascertain compliance with regulatory requirements (e.g., Centers for Medicare and Medicaid Services [CMS], Health Insurance Portability and Accountability Act [HIPAA]) and self-regulatory guidelines.  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). |

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| **Outcome** | **6.1 Management Fundamentals:** Describe business management practices and their contributions to goal achievement and organizational success. |
| **Competencies** | 6.1.10 Describe the need for and impact of quality management in organizations. |

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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.  7.1.4 Describe the requirements for the treatment, storage, and disposal of hazardous materials, and evaluate the impact of hazardous material releases on organizational performance.  7.1.7 Conduct safety inspections.  7.1.8 Develop and implement programs containing safety and security policies and procedures to minimize risk.  7.1.11 Investigate safety and security incidents.  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. |

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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 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., insurance website). |

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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.  7.5.8 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). |

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| **Outcome** | **7.6 Distribution and Logistics Management:** Coordinate the movement of materials and information into an organization and the movement of finished products and services out of an organization efficiently and effectively to achieve organizational goals. |
| **Competencies** | 7.6.1 Explain the elements that influence the design of transportation, distribution, and logistical strategies (e.g., geographical locations, transportation costs, storage capacities, process design, regulations).  7.6.2 Compare and contrast the transportation systems for tangible and intangible items (e.g., natural gas, electricity, telecommunications).  7.6.3 Analyze the cost structure and advantages and disadvantages of different transportation modes.  7.6.4 Analyze the impact of warehouse size and space layout on inventory management options, materials handling, and logistical requirements.  7.6.5 Implement receiving and fulfillment processes to meet organizational goals.  7.6.6 Explain the impact of packaging on achievement of organizational goals, and choose appropriate packaging materials to pack products.  7.6.7 Develop and manage transportation plans or networks to meet customer requirements and to comply with domestic and international regulations.  7.6.8 Comply with export or import licensing regulations, and obtain releases and clearances to export products.  7.6.9 Describe commonly used metrics for evaluating transportation efficiency and effectiveness.  7.6.10 Execute product tagging and coding to track the movement of goods.  7.6.11 Analyze reverse logistics’ costs, and describe strategies used to reduce costs. |

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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** | 7.7.3 Describe supply chain’s impact on customer satisfaction and perceived value. |
| **Outcome** | **7.8 Operations Risk Management:** Identify and execute strategies to reduce the risk of loss from operational failures to acceptable levels. |
| **Competencies** | 7.8.3 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). |

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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** | **8.4 Contract Oversight:** Administer contracts to achieve organizational goals and minimize risk. |
| **Competencies** | 8.4.1 Distinguish among types of contracts (e.g., vendor contracts, labor agreement, statement of work, master services agreement, letters of intent, memorandums of understanding).  8.4.2 Explain contract structures and their associated risks, terms, and conditions.  8.4.6 Develop process to monitor contract terms for compliance and to protect against breach of contract or default.  8.4.7 Determine strategies to manage compliance of outsourced and hosted service providers. |

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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** | 9.7.4 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. |