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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** | 1.2.1 Extract 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.  1.2.10 Use interpersonal skills to provide group leadership, promote collaboration, and work in a team.  1.2.12 Use technical writing skills to complete forms and create reports. |

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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** | **1.5 Global Environment:** Evaluate how beliefs, values, attitudes and behaviors influence organizational strategies and goals. |
| **Competencies** | 1.5.2 Describe how cultural intelligence skills influence the overall success and survival of an organization.  1.5.3 Use cultural intelligence to interact with individuals from diverse cultural settings.  1.5.4 Recognize barriers in cross-cultural relationships and implement behavioral adjustments.  1.5.6 Analyze work tasks for understanding and interpretation from a different cultural perspective.  1.5.7 Use intercultural communication skills to exchange ideas and create meaning.  1.5.8 Identify how multicultural teaming and globalization can foster development of new and improved products and services and recognition of new opportunities. |

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| **Outcome** | **1.6 Business Literacy:** Develop foundational skills and knowledge in entrepreneurship, financial literacy and business operations. |
| **Competencies** | 1.6.10 Describe the impact of globalization on an enterprise or 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** | 1.11.1 Identify the economic principles that guide geographic location of an industry's facilities (e.g., relative scarcity, price, quantity of products and services).  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.  1.11.5 Analyze factors that affect currency and exchange rates.  1.11.6 Explain how financial markets and government policies influence interest rates (credit ratings/debt ceiling), trade deficits and unemployment.  1.11.7 Describe how economic performance and culture are interdependent.  1.11.8 Identify the relationships between economy, society and environment that lead to sustainability.  1.11.9 Describe how laws and regulations influence domestic and international trade. |
| **Outcome** | **2.3 International Business:** Relate factors impacting international business to internal business operations, practices and strategies. |
| **Competencies** | 2.3.1 Describe the global environment in which businesses operate, identify leading economies, and explain how the global environment impacts a business’s overall global strategy.  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.  2.3.3 Explain the nature of global trade and the impact of cultural and social environments on it.  2.3.4 Explain labor issues associated with global trade.  2.3.5 Describe the impact of the political environment on global trade (e.g., type of government, political stability, government policies about business).  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.  2.3.9 Identify examples of emerging economies, and describe their potential impact on 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.  2.3.12 Explain regulations governing bribery and foreign monetary payments, and describe their impact on business.  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.  2.3.15 Analyze U.S competitiveness at a global level for different industries, and describe factors impacting competitiveness. |
| **Outcome** | **3.1 Customer Relations:** Apply techniques, strategies and tools to develop, maintain and grow positive internal and external customer, or client, relationships. |
| **Competencies** | 3.1.3 Apply a customer-service mindset in a culturally appropriate manner (e.g., respond to customer inquiries; reinforce service through effective, ongoing communication). |

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| **Outcome** | **3.4 Social Media Communications:** Apply tools, strategies and processes to plan, create, implement, monitor and evaluate social media communications to support corporate brand and strategy. |
| **Competencies** | 3.4.3 Evaluate the impact of mobile-device capabilities and usage patterns on social media effectiveness.  3.4.4 Establish and implement approaches to grow following and engagement, both paid and organic.  3.4.5 Maintain a consistent brand voice in social content that resonates with the community and fits the platform.  3.4.6 Monitor user-generated content (UGC), and moderate social chats.  3.4.7 Escalate social comments as necessary to solicit appropriate responses and highlight opportunities.  3.4.8 Maintain and manage day-to-day content on social platforms and company’s community-based forums. |

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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).  4.6.3 Describe social responsibility policies and practices, and explain their impact on business operations and performance (e.g. community development, charitable foundations, green practices). |

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| **Outcome** | **5.3 Marketing Information Management:** Apply the concepts, systems and tools needed to gather, synthesize, evaluate and disseminate marketing information for use in making business decisions that achieve organizational goals and objectives. |
| **Competencies** | 5.3.6 Identify challenges associated with data relevance and usability in a globally connected, digital society (i.e., unstructured data). |

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| **Outcome** | **5.9 Marketing Communications:** Apply the concepts and determine the strategies needed to communicate information about products, services, images or ideas to achieve desired outcomes that support organizational goals and objectives. |
| **Competencies** | 5.9.5 Explain considerations affecting global marketing communications. |

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| **Outcome** | **6.1 Management Fundamentals:** Describe business management practices and their contributions to goal achievement and organizational success. |
| **Competencies** | 6.1.7 Describe the nature of global management strategies. |

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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.  7.2.5 Negotiate vendor contracts with suppliers (e.g., service and maintenance, supplies, system development). |

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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. |

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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).  7.6.6 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 Implement processes to comply with export or import licensing regulations and obtain releases and clearances to export products.  7.6.10 Execute product tagging and coding to track the movement of goods. |

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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** | 7.7.7 Evaluate risk factors and social economic trends affecting supply chain systems and the range of decisions available to management (e.g., sustainability focus, industry self-regulatory standards, globalization). |

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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** | 7.8.2 Identify foreign influences that increase the risk of routine and non-routine operational failures in multinational corporations. |

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| **Outcome** | **9.1 Financial Principles:** Apply tools, strategies, and systems to plan and monitor the use of financial resources. |
| **Competencies** | 9.1.2 Explain the principles of domestic and international financial exchange that influence business strategy (e.g., forms of exchange, types of currency, time value of money).  9.1.3 Explain the impact of tariffs, dumping, and prohibited transaction rules on the financial performance of foreign operations.  9.1.5 Explain how accounting and accounting standards impact business financial performance, and distinguish between cash and accrual methods of accounting.  9.1.13 Compare and contrast financing options for domestic and international markets. |

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| **Outcome** | **10.2 Strategic Execution:** Apply the principles and concepts used to align organizational and departmental strategies with tactical execution plans. |
| **Competencies** | 10.2.3 Compare options for departmental structure, and evaluate their ability to support plan execution (e.g., in-house or outsourced; centralized, remote, hybrid; cross-functional teams or specialized groups).  10.2.4 Describe the relationship of departmental strategies to departmental goals and objectives.  10.2.5 Determine departmental policies required to support strategy.  10.2.6 Explain uses of and differences in financial and operational information analysis (e.g., financial KPIs, marketing KPIs, logistics KPIs), and identify metrics that promote a balanced and successful approach to execute strategy.  10.2.7 Determine alternative actions to take when goals are not being met (e.g., modify tactics, increase allocated resources, challenge goals, identify exit options).  10.2.8 Determine factors influencing the organizational structure and strategies for foreign businesses. |