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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.  1.1.3 Develop a career plan that reflects career interests, pathways, and secondary and postsecondary options. |

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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** | 1.2.3 Identify and use verbal, nonverbal, and active listening skills to communicate effectively.  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. |

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| **Outcome** | * 1. **Business Ethics and Law:** Analyze how professional, ethical, and legal behavior contributes to continuous improvement in organizational performance and regulatory compliance. |
| **Competencies** | * + 1. Identify how federal and state consumer protection laws affect products and services.     2. 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. |

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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, electronic mail, spreadsheet, databases, presentation, Internet search engines). |

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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** | 1.11.2 Identify the difference between monetary and nonmonetary incentives and explain how changes in incentives cause changes in behavior.  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** | 2.2.8 Describe the nature of taxes paid by businesses and their impact.  2.2.10 Analyze the impact of specialization and division of labor on productivity.  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.  2.2.12 Explain the impact of the law of diminishing returns and the concept of economies of scale.  2.2.13 Describe the types of market structures (e.g., monopolistic, monopsonistic).  2.2.15 Describe the phases of business cycles (i.e., expansion, peak, contraction, trough) and industry cycles (i.e., start-up or innovations, dominance, shakeout or consolidation, maturity, decline), benefits of understanding them, their internal and external causes, their impact on business and ways businesses deal with different phases. |

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| **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. |

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| **Outcome** | **2.4 Business Processes:** Relate business-process design to organizational structure and organizational goal achievement. |
| **Competencies** | 2.4.4 Describe the relationship among policies, processes and procedures. |

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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** | 3.3.5 “Sell” ideas to internal and external audiences. |

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| **Outcome** | **5.1 Marketing Fundamentals:** Describe principles of marketing, marketing functions and the factors influencing their effectiveness. |
| **Competencies** | 5.1.1 Identify marketing functions, their interrelatedness, their overall contributions to business strategy and the metrics used to measure success.  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.  5.1.3 Explain the nature, scope, benefits and considerations in channel management (e.g., how channels perform or interact).  5.1.4 Describe the marketing-information management function, its nature and considerations (e.g., types of relevant information, uses, legal and ethical concerns).  5.1.5 Describe the function of pricing to understand its role in marketing.  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).  5.1.7 Describe foundational concepts associated with product and service management to understand its nature and scope (e.g., product life cycles).  5.1.8 Explain the drivers of brand and the impact, benefits and drawbacks of branding.  5.1.9 Describe promotion’s nature, scope and role in meeting business objectives (e.g., types of promotion, promotional mix, promotional channels).  5.1.10 Describe the impact of industry, environment and culture on the nature and scope of selling and sales activities (e.g., customer service, relationship building).  5.1.11 Describe sales processes and techniques that can be used to facilitate selling.  5.1.12 Explain the impact of technology on marketing costs, marketing strategy and marketing return on investment. |

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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** | 5.2.1 Distinguish among distribution channels for consumer goods, industrial goods and services. |

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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** | 5.3.1 Distinguish between market-driven and customer-driven information, and explain the need for marketing information.  5.3.2 Describe the factors that determine the relevancy of information for marketing purposes.  5.3.3 Describe data and reports that are monitored for marketing decision-making. |

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| **Outcome** | **5.4 Marketing Research:** Apply qualitative and quantitative research methods, techniques and tools to gather, synthesize, evaluate and disseminate information about a specified problem, issue or opportunity for use in making business decisions that achieve organizational goals and objectives. |

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| **Competencies** | 5.4.1 Explain reasons for conducting marketing research and the importance and scope of marketing-research activities, and distinguish among research types (e.g., primary, secondary, quantitative, qualitative). |

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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** | 5.5.1 Distinguish between marketing strategies and tactics.  5.5.2 Explain the considerations used to develop and implement domestic and global marketing strategies.  5.5.3 Describe the concept of market and market identification. |

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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** | 5.6.1 Describe the functions of prices in markets.  5.6.9 Compare and contrast the pricing of goods and services in business-to-business (B2B) and business-to-consumer (B2C) environments.  5.6.10 Compare and contrast the pricing of tangible versus the pricing of intangible goods. |

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| **Outcome** | **5.8 Branding:** Apply branding techniques and methods to acquire position in the minds of internal and external customers that is consistent with organizational goals and objectives. |
| **Competencies** | 5.8.1 Describe the role and importance of customer voice in branding and how this voice may vary across media and channels.  5.8.4 Determine company’s unique selling proposition.  5.8.6 Distinguish between product or service branding and corporate branding. |

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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** | 5.9.1 Describe types of promotional channels used to communicate with targeted audiences (e.g., word-of-mouth, direct, advertising, social) and the use of public-relations activities and trade shows or expositions. |

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| **Outcome** | **5.11 Selling:** Determine client needs, wants and fears; and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities. |
| **Competencies** | 5.11.3 Describe the impact that digital communication is having on selling.  5.11.4 Identify sources of product information that can be used to communicate product benefits and ensure appropriateness of a product for the customer or client. |