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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** | 1.1.2Identify 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** | 1.2.4 Use negotiation and conflict-resolution skills to reach solutions.  1.2.7 Use problem-solving and consensus-building techniques to draw conclusions and determine next steps.  1.2.12 Use technical writing skills to complete forms and create reports. |

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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.  1.3.4 Identify how federal and state consumer protection laws affect products and services. |

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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. |

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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** | 1.9.1 Create, analyze, and interpret financial documents (e.g., budgets, income statements). |

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| **Outcome** | **2.1 Business Activities:** Relate business functions to business models, business strategies and organizational goal achievement. |
| **Competencies** | 2.1.5 Describe the need for and role of accounting and finance (e.g., understanding accounting treatment, verifying information, analyzing variances, guiding decision-making), and explain how they interact with and impact other business activities or functions. |

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| **Outcome** | **2.4 Business Processes:** Relate business-process design to organizational structure and organizational goal achievement. |
| **Competencies** | 2.4.2 Identify types of business processes, their purposes (e.g., added customer value, increased efficiencies), their characteristics, their components (e.g., events, activities, decision points, metrics) and their interrelationships.  2.4.3 Describe the importance of outcomes and value in business processes and the business problems created by inefficient business processes (e.g., unhappy customers, increased costs, missed deadlines, frustrated coworkers).  2.4.8 Explain how the need to protect assets and reduce the risk of fraud impacts the design of business processes (e.g., segregation of duties, internal controls). |

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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** | 4.1.5 Describe quantitative and qualitative approaches to measuring and analyzing risk.  4.1.6 Distinguish among key risk indicators, key performance indicators and process indicators. |
| **Outcome** | **4.2 Enterprise Risk Management for Financial Institutions:** Relate financial institutions’ risk profile, regulatory compliance requirements and business objectives to enterprise risk-management processes. |
| **Competencies** | 4.2.1 Explain key banking and insurance calculations (e.g., interest, annual percentage rate, exchange rates, RAROC [Risk-Adjusted Return on Capital], claim loss ratio) and requirements established in regulatory guidelines.  4.2.2 Explain rating systems and guidelines used by regulatory agencies to assess a financial institution’s compliance (e.g., CAMELS [Capital Adequacy, Asset Quality, Management Administration, Earnings, Liquidity and Sensitivity]) and the rules regarding use and disclosure.  4.2.3 Explain the risks associated with banking services (e.g., default, fraudulent transactions, falsified information, etc.) and techniques used to manage these risks for a financial institution (e.g., loan criteria, credit-based scoring models, identity verification).  4.2.4 Explain the risks associated with insurance services (e.g., underwriting, claims) and techniques used to reduce, mitigate and measure risks at the enterprise level (e.g., insurability provisions, credit-based scoring models, actuarial sciences, reinsurance).  4.2.5 Explain the risks associated with securities products and trust services (e.g., suitability, risk of loss, etc.) and strategies used to manage these risks for a financial institution (e.g., investment profiles, validated asset allocation models, disclosures).  4.2.6 Interpret banking and insurance risk measures and metrics (e.g., interest rate risk, liquidity risk, credit risk, underwriting risk). |

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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.).  4.3.5 Develop the elements of a basic compliance program to promote consistent behaviors (e.g., policies, procedures, training).  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** | **6.1 Management Fundamentals:** Describe business management practices and their contributions to goal achievement and organizational success. |
| **Competencies** | 6.1.13 Contrast operational risk with other types of business risk (e.g., market risk, credit risk, strategic risk).  6.1.14 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** | **6.2 Information Management:** Institute and evaluate information management tools, policies, procedures and strategies to achieve business unit and organizational goals. |
| **Competencies** | 6.2.3 Monitor and audit internal records.  6.2.4 Identify critical artifacts requiring preservation, establish retention guidelines, and archive information according to retention systems and procedures and regulatory requirements. |

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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. |
| **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** | 7.1.2 Identify needed safety and security policies and procedures to protect organizational stakeholders (e.g., employees, contractors, directors and officers, customers, guests and visitors).  7.1.5 Identify strategies for protecting business’s digital assets, customer data, and other confidential business information. |

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| **Outcome** | **7.3 Inventory Management:** Plan, acquire, maintain, and monitor inventory to support the achievement of organizational goals. |
| **Competencies** | 7.3.4 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.  7.3.15 Describe how inventory management principles apply to intangible services (e.g. insurance website). |

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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). |

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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).  7.8.3 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** | **8.1 Business Process Analysis:** Conduct business process analysis to identify, analyze, and solve business problems and improve process performance. |
| **Competencies** | 8.1.1 Explain approaches for documenting business processes that identify risks, controls and performance issues.  8.1.2 Document the process activities, records or information and systems involved in business activities (e.g., developing new products, acquiring new customers, producing inventory for sale, selling goods and services, managing people). |

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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** | 8.3.1 Compare and contrast the role and responsibilities of project sponsors, project managers, and project team members.  8.3.2 Explain the impact of expectation setting on project outcomes.  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** | **8.5 Financial Operations:** Develop foundational skills and knowledge to execute the operational processes in financial institutions. |
| **Competencies** | 8.5.2 Describe functions of operations departments in financial-services companies (i.e., banking, insurance, and securities operations), and explain their interdepartmental and intercompany dependencies.  8.5.3 Perform transaction-execution support, recording, processing, and settlement (e.g., input deposit, process check, record securities buy or sale, scan and index documents).  8.5.4 Manage customer accounts in accordance with policies and governmental mandates (e.g., verify information, complete required forms, report mandated information).  8.5.5 Explain segregation of duties controls (e.g., dual vault control).  8.5.6 Analyze unique physical and information security risk factors applicable to financial services.  8.5.7 Recommend strategies to address the unique physical and information security risk factors applicable to financial services.  8.5.8 Perform daily branch operating procedures (e.g., process cash deposits and withdrawals, perform currency exchanges, balance drawer).  8.5.9 Use techniques to underwrite loan and insurance applications.  8.5.10 Service loans and accounts in accordance with applicable regulations (e.g., mortgage, trust, agency).  8.5.11 Handle problem loans and accounts.  8.5.12 Investigate and process insurance claims (e.g., conduct interviews, inspect property, review medical reports, assign value, compile report).  8.5.13 Negotiate insurance claims.  8.5.14 Analyze claim activity for fraud.  8.5.15 Calculate, record, and analyze commissions. |

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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** | 9.4.1 Describe the impact of financial reporting and internal control regulations on control requirements (e.g., Sarbanes-Oxley Act of 2002, Dodd-Frank Wall Street Reform Act, Model Audit Rule, Government Accountability Standards).  9.4.2 Assess and identify the risk of errors and fraud in transactions and accounts (e.g., unusual activity, abnormal variations).  9.4.3 Assess the effectiveness of internal controls.  9.4.4 Develop and implement internal control procedures (e.g., cash controls, inventory controls, payroll controls, capital asset controls, data protection, personal information controls).  9.4.5 Inspect and ensure the continued functioning of internal controls.  9.4.6 Analyze the impact of organizational growth and complexity on the effectiveness of internal controls. |

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| **Outcome** | **9.6 Financial Reporting and Auditing:** Perform specialized accounting; and summarize, report, and evaluate the accuracy of a company’s financial information. |
| **Competencies** | 9.6.1 Explain the importance of accurately reporting a business’s financial position and activities, the types of systems that are used for that purpose (i.e., tax systems, financial, cost systems) and the linkage to operational systems (i.e., enterprise systems). |

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| **Outcome** | **10.4 Cash Management:** Monitor and control internal and external cash flows and currencies. |
| **Competencies** | 10.4.4 Identify strategies for managing the risks associated with opening, managing, and closing corporate bank accounts (e.g., Payment Card Industry [PCI] compliance/Health Insurance Portability and Accountability Act [HIPAA]). |