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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** | **1.3 Business Ethics and Law:** Analyze how professional, ethical, and legal behavior contributes to continuous improvement in organizational performance and regulatory compliance. |
| **Competencies** | 1.3.5 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** | **1.5 Global Environment:** Evaluate how beliefs, values, attitudes and behaviors influence organizational strategies and goals. |
| **Competencies** | 1.5.8Identify 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** | **1.8 Operations Management:** Plan, organize and monitor an organization or department to maximize contribution to organizational goals and objectives. |
| **Competencies** | 1.8.10Analyze how business management and environmental management systems (e.g., health, safety) contribute to continuous improvement and sustainability. |

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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** | 1.11.4Determine how the quality, quantity and pricing of goods and services are affected by domestic and international competition in a market economy.  1.11.8Identify the relationships between economy, society and environment that lead to sustainability. |

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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** | **2.3 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.  2.3.5 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.  2.3.10 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** | **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).  2.4.6 Identify reasons that business processes change. |

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| **Outcome** | **3.2 Relationship Management:** Apply techniques and strategies to develop, maintain and grow positive relationships with employees, peers and stakeholders. |
| **Competencies** | 3.2.5 Manage crises in relationships.  3.2.9 Establish strategic relationships with others.  3.2.11 Manage internal and external business relationships to foster positive interactions, and strategically plan and leverage business relationships for growth. |

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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).  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** | 6.1.11 Explain the role of supply chain management and its contributions to business operations; and identify its activities, measures and issues. |

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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** | 7.1.1 Promote adherence to health and safety regulations to support a safe work environment.  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).  7.1.3 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.  7.1.12 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. |

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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.  7.2.7 Determine organizational strategies (e.g., quality, availability, productivity, sustainability, supply chain management, corporate social responsibility, ethical business practices) impacting expense control options, and incorporate them into expense control plans.  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. |

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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).  7.3.7 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.  7.3.14 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** | **7.6 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).  7.6.3 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.  7.6.9 Describe commonly used metrics for evaluating transportation efficiency and effectiveness.  7.6.11 Examine reverse logistics’ processes and 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.  7.7.4 Describe supply chains, and explain their integration with and influence on business activities and functions (e.g., product development, production, marketing, finance).  7.7.5 Trace and track the end-to-end supply chain network.  7.7.6 Measure supply chain effectiveness, efficiency, adaptability, and sustainability.  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).  7.7.8 Identify opportunities to improve supply chain processes through service levels, quality, or cost enhancements.  7.7.9 Implement efficiency-oriented or responsiveness-oriented supply chain management strategies using common supply chain models.  7.7.10 Compare challenges in supply chain design and operations for national and multinational organizations.  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** | 7.8.2 Identify foreign influences that increase the risk of routine and non-routine operational failures in multinational corporations.  7.8.4 Describe factors that create a chain of trust in the tracking of physical and non-physical assets.  7.8.6 Develop alternative strategy for performing operational duties in a disaster situation. |

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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 financial risks and controls, value creation activities, bottlenecks, performance issues, and improvement opportunities.  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).  8.1.3 Identify process requirements and performance expectations.  8.1.4 Identify measurements and metrics for evaluating process effectiveness and efficiency. |

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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. |

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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** | 9.4.5 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** | 9.7.6 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** | **10.2 Strategic Execution:** Apply the principles and concepts used to align organizational and departmental strategies with tactical execution plans. |
| **Competencies** | 10.2.2 Identify functions, skills, and capabilities required to execute strategy; and determine whether those skills and capabilities are present or available.  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). |