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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** | 1.2.6 Use proper grammar and expression in all aspects of communication.  1.2.11 Write professional correspondence, documents, job applications and resumés.  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** | 1.4.1 Use office equipment to communicate (e.g., phone, radio equipment, fax machine, scanner, public address systems).  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).  1.4.4 Use system hardware to support software applications.  1.4.5 Use information technology tools to maintain, secure and monitor business records.  1.4.6 Use electronic database to access and create business and technical information.  1.4.7 Use personal information management and productivity applications to optimize assigned tasks (e.g., lists, calendars, address books).  1.4.8 Use electronic media to communicate and follow network etiquette guidelines. |

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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.  1.11.8 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. |

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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** | **2.2 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 the impact of taxation on the circular flow of income model.  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).  2.2.14 Explain the role of the Federal Reserve System, describe ways that it influences the availability of money and credit, and describe ways that it adjusts the money supply.  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. |
| **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** | **3.1 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).  3.1.4 Build rapport with customers and use this rapport to inform customers about company policies, consequences of noncompliance with recommendations or requirements and service or account terminations.  3.1.6 Reinforce company’s image and culture to exhibit the business’s brand promise.  3.1.7 Describe the scope of customer-relationship management to show its contribution to business. |

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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** | 3.2.3 Align personal vision and goals with organizational or departmental goals, objectives and initiatives. |

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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** | 3.3.1 Identify organizational communication hierarchies, and select the appropriate communication strategy to use for the hierarchy.  3.3.2 Explain how the content of written communications (e.g., email, text messages, chats) creates reputational, legal and regulatory exposure for organizations, and describe how to manage the risk individually and collectively.  3.3.3 Adapt personal communication style to audiences in virtual intercultural environments.  3.3.5 “Sell” ideas to internal and external audiences. |

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| **Outcome** | **6.1 Management Fundamentals:** Describe business management practices and their contributions to goal achievement and organizational success. |
| **Competencies** | 6.1.1 Distinguish between management and leadership, and describe the factors that influence management.  6.1.3 Describe the types of resources managed in business and their significance in business operations, and explain the differences between managing internal versus external resources.  6.1.8 Distinguish among the scope and purposes of data management, information management and knowledge management, and explain legal and ethical considerations associated with each. |

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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. |

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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).  7.1.5 Identify strategies for protecting business’s digital assets, customer data, and other confidential business information. |

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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). |

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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. |

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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 components and their associated risks, terms, and conditions. |
| **Outcome** | **9.1 Financial Principles:** Apply tools, strategies, and systems to plan and monitor the use of financial resources. |
| **Competencies** | 9.1.1 Compare and contrast types of business, types of business ownership, and the role of profit and taxes in influencing business structure.  9.1.6 Distinguish among profit, cash flows, and return on investment (ROI) measures; and identify factors that could cause different outcomes within these three measures of business performance. |