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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** | 1.1.4 Describe the role and function of professional organizations, industry associations and organized labor and use networking techniques to develop and maintain professional relationships. |

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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** | 1.2.2 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.  1.2.7 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** | **1.3** **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.  1.3.3 Use ethical character traits consistent with workplace standards (e.g., honesty, personal integrity, compassion, justice).  1.3.4 Identify how federal and state consumer protection laws affect products and services.  1.3.6 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.  1.3.7 Identify the labor and practice laws that affect employment and the consequences of noncompliance for both employee and employer (e.g., harassment, labor, employment, employment interview, testing, minor labor laws, Americans with Disabilities Act, Fair Labor Standards Acts, Equal Employment Opportunity Commission [EEOC], human trafficking) and interpret personal safety rights according to the employee Right-to-Know Plan.  1.3.8 Verify compliance with computer and intellectual property laws and regulations. |

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| **Outcome** | **1.5 Global Environment:** Evaluate how beliefs, values, attitudes and behaviors influence organizational strategies and goals. |
| **Competencies** | 1.5.5 Recognize the ways in which bias and discrimination may influence productivity and profitability.  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** | 1.6.1 Identify business opportunities.  1.6.2 Assess the reality of becoming an entrepreneur, including advantages and disadvantages (e.g., risk vs. reward, reasons for success and failure).  1.6.3 Explain the importance of planning your business.  1.6.4 Identify types of businesses, ownership and entities (i.e., individual proprietorships, partnerships, corporations, cooperatives, public, private, profit, not-for-profit).  1.6.9 Explain how the performance of an employee, a department and an organization is assessed.  1.6.12 Describe classifications of employee benefits, rights, deductions and compensations. |

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| **Outcome** | **1.7** **Entrepreneurship/Entrepreneurs:** Analyze the environment in which a business operates and the economic factors and opportunities associated with self-employment. |
| **Competencies** | 1.7.2 Explain the role of profit as the incentive to entrepreneurs in a market economy.  1.7.3 Identify the factors that contribute to the success and failure of entrepreneurial ventures.  1.7.6 Describe life cycles of an entrepreneurial business and an entrepreneur.  1.7.7 Create a list of personal strengths, weaknesses, skills and abilities needed to be successful as an entrepreneur.  1.7.8 Explain pathways used to become an entrepreneur.  1.7.9 Conduct a self-assessment to determine entrepreneurial potential.  1.7.10 Describe techniques for obtaining experience (e.g., apprenticeship, co-operative [co-op] education, work placement, internship, job shadowing) related to an entrepreneurial objective.  1.7.13 Protect intellectual property and knowledge (e.g., copyright, patent, trademark, trade secrets, processes). |

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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** | 1.8.8 Identify routine activities for maintaining business facilities and equipment. |

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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).  1.9.3 Review and summarize savings, investment strategies and purchasing options (e.g., cash, lease, finance, stocks, bonds).  1.9.4 Identify credit types and their uses in order to establish credit.  1.9.5 Identify ways to avoid or correct debt problems (e.g., collection agency payments and post-collection agency payments).  1.9.6 Explain how credit ratings and the criteria lenders use to evaluate repayment capacity affect access to loans.  1.9.7 Review and summarize categories (types) of insurance and identify how insurances can reduce financial risk.  1.9.8 Identify income sources and expenditures.  1.9.9 Compare and contrast different banking services available through financial institutions. |

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| **Outcome** | **2.1 Business Activities:** Relate business functions to business models, business strategies and organizational goal achievement. |
| **Competencies** | 2.1.1 Explain the reasons that businesses and organizations exist and their role in society, and describe types of business models.  2.1.3 Describe types of business activities, or functions (e.g., accounting, finance, human resources management, information management, marketing, operations, sales and strategic management); the interactions among business functions, or activities; and the differences in implementation that occur in big versus small business.  2.1.4 Explain forces that are driving business changes (e.g., globalization, consumer demand, government policies, political climate, diversity, spending trends, industry structure changes) and how organizations are adapting to today’s business environment (e.g., proactive management, competitive aggression, innovative management, agile management, organizational learning, market orientation, slack resources).  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.  2.1.6 Explain the role and function of human resources management, describe its interactions with other functional areas, and identify its contributions to an organization.  2.1.7 Explain the nature and scope of information management and its contributions to business operations.  2.1.9 Explain factors that motivate customers, clients and businesses to buy and actions employees can take to achieve the company’s desired results.  2.1.10 Describe connections among business ethics, company actions and results (e.g., influencing consumer behavior, gaining market share).  2.1.11 Differentiate between operations and supply chain, and describe their components, or activities, and contributions to business.  2.1.12 Explain the nature of management and levels of management (e.g., front line, middle management, executive).  2.1.13 Identify ways that technology impacts business activities. |

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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** | 2.2.3 Identify the impact of small business and entrepreneurship on market economies.  2.2.7 Determine the relationship between government and business, identify government agencies that facilitate trade, and describe the impact of government regulations on business activities. |

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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** | 2.4.1 Explain the impact of organizational design (e.g., reporting lines) on business process design. |

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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** | 3.1.1 Explain the nature of positive customer, or client, relations and their role in keeping customers; and describe the importance of meeting and exceeding customer expectations.  3.1.8 Build, maintain and improve relationships with customers or clients; and promote brand and solicit new ideas and solutions using social media.  3.1.9 Identify opportunities to use crowdsourcing to engage customers or clients, improve customer or client relationships, promote brand, and solicit new ideas and solutions. |

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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** | 3.2.7 Identify when and how to take risks to achieve objectives.  3.2.8 Describe the nature of organizational culture and its impact on business, and interpret and adapt to a business’s culture.  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** | **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** | **4.4 Legal Environment:** Identify the requirements of the legal environment in which businesses and society operate to facilitate accurate and efficient legal services. |
| **Competencies** | 4.4.7 Explain tax regulations affecting business, tax reporting requirements, penalties for noncompliance with tax laws and the tax enforcement process. |

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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).  4.6.2 Compare and contrast ethical challenges across industry sectors (e.g., healthcare, financial services, consumer products, manufacturing, retail) and functional areas (e.g., marketing, human resources, financial reporting).  4.6.5 Develop ethics and CSR policies and reporting processes. |

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| **Outcome** | **4.8 Legal Foundations:** Identify the legal principles that undergird business operations, and apply regulatory provisions to business situations. |
| **Competencies** | 4.8.9 Identify requirements needed for an enforceable contract, and differentiate among types of contracts (e.g., oral, written, implied, transferable, nontransferable).  4.8.11 Determine tactics businesses can take to avoid litigation and alternative methods and processes they can use to resolve disputes. |

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| **Outcome** | **5.1 Marketing Fundamentals:** Describe principles of marketing, marketing functions and the factors influencing their effectiveness. |
| **Competencies** | 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).  5.1.11 Describe sales processes and techniques that can be used to facilitate selling. |

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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** | 5.5.3 Describe the concept of market and market identification.  5.5.4 Identify market segments, and select target market(s).  5.5.5 Profile target customer to determine market needs and customer demand for products and services.  5.5.6 Explain the role of situation analysis in the marketing planning process.  5.5.7 Conduct a market analysis (market size, area, potential, etc.).  5.5.9 Conduct a competitive analysis.  5.5.10 Forecast sales, and establish sales goals.  5.5.11 Set marketing goals, objectives and budget to achieve corporate goals and objectives. |

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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** | 5.8.4 Determine company’s unique selling proposition. |

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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** | **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.  6.1.4 Explain the purposes and nature of management functions (e.g., strategic and tactical planning, organizing, directing, staffing, controlling), and describe considerations in the business environment that impact their use.  6.1.5 Compare management and motivation theories, and determine appropriate situations in which each would be used.  6.1.10 Describe the need for and impact of quality management in organizations.  6.1.12 Describe project management processes, skills and knowledge necessary for successful project outcomes. |

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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. |

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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** | 6.3.4 Research and use website creation tools to post web pages and storefronts that support multimedia use and achieve operational metrics (e.g., load time, availability, usability, search engine optimization) on multiple devices and platforms.  6.3.11 Identify the information technology needs of a new business venture, project, product, or service. |

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| **Outcome** | **6.6 Talent Acquisition:** Apply policies, procedures and strategies to obtain the best qualified candidates for job positions in union and non-union environments while minimizing associated costs. |
| **Competencies** | 6.6.1 Determine staffing needs, and evaluate availability of talent. |

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| **Outcome** | **7.5 Facilities Management:** Plan, maintain, and monitor property and equipment to facilitate ongoing business activities. |
| **Competencies** | 7.5.10 Evaluate options for securing facilities and office space to support growth, risk mitigation strategies (e.g., off-site data centers), and new ventures. |

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| **Outcome** | **9.1 Financial Principles:** Apply tools, strategies, and systems to plan and monitor the use of financial resources. |
| **Competencies** | 9.1.1 Compare and contrast types of business, types of business ownership, and the role of profit and taxes in influencing business structure.  9.1.4 Determine risks to short-term and long-term business strategy using critical information on financial documents (e.g., pay register, bank statements, income tax forms, financial statements).  9.1.5 Explain how accounting and accounting standards impact business financial performance, and distinguish between cash and accrual methods of accounting.  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.  9.1.9 Calculate sales and financial ratios.  9.1.13 Compare and contrast financing options for domestic and international markets. |

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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 and cost systems) and the linkage to operational systems (i.e., enterprise systems). |

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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** | 9.7.2 Track and allocate costs to projects and cost centers (e.g., job order cost sheets, standard cost application, overhead calculation).  9.7.3 Apply cost accounting techniques to challenge prices and to calculate cost of goods sold (e.g., job and process costing, activity-based costing).  9.7.4 Calculate break-even; and analyze cost, volume, and profit variances (c-v-p).  9.7.5 Set break-even and c-v-p targets.  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** | **10.1 Strategic Planning:** Implement planning tools to guide organization’s/ department’s activities. |
| **Competencies** | 10.1.2 Define business mission.  10.1.8 Track achievement of goals and objectives using benchmarking techniques and internal information. |

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| **Outcome** | **10.2 Strategic Execution:** Apply the principles and concepts used to align organizational and departmental strategies into tactical execution plans. |
| **Competencies** | 10.2.1 Identify activities required to support the strategic goals, objectives, and plans of the organization; and adjust departmental focus.  10.2.2 Identify functions, skills, and capabilities required to execute strategy; and determine whether those skills and capabilities are present or available.  10.2.7 Determine alternative actions to take when goals are not being met (e.g., modify tactics, increase allocated resources, challenge goals, identify exit options). |

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| **Outcome** | **10.6 Product Development:** Generate, screen and develop ideas into new products and services that can be commercialized. |
| **Competencies** | 10.6.1 Generate ideas for new products and services using innovation skills, creative-thinking techniques, and crowdsourcing.  10.6.2 Develop decision-making criteria, and define the decision-making process that will be used to screen ideas for feasibility.  10.6.3 Research the potential costs, revenues and profits, and marketing strategy of the new product or service (i.e., conduct feasibility study).  10.6.4 Consider legal restrictions and requirements impacting the sale and marketing of new products and services (e.g., non-disclosure agreements, non-compete agreements, statement-of-work, master service agreements).  10.6.8 Determine resources available to advance ideas to the commercialization stage in either an intrapreneurship or entrepreneurship capacity (e.g., grants, business-development agencies and incubators, partnerships, joint ventures).  10.6.9 Create a business plan.  10.6.10 Implement the initial steps to establish a business (e.g., select business structure, complete legal and regulatory filings, establish financial and tax accounts).  10.6.11 Identify the purposes and the components of a business plan. |