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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** | 1.2.1 Extract relevant, valid information from materials and cite sources of information.  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.  1.2.6 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.  1.2.8 Identify the strengths, weaknesses and characteristics of leadership styles that influence internal and external workplace relationships.  1.2.9 Identify advantages and disadvantages involving digital and/or electronic communications (e.g., common content for large audience, control of tone, speed, cost, lack of non-verbal cues, potential for forwarding information, longevity).  1.2.10 Use interpersonal skills to provide group leadership, promote collaboration, and work in a team. |

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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** | 1.3.6 Identify the labor 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]). |

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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). |

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| **Outcome** | **2.1 Business Activities:** Relate business functions to business models, business strategies and organizational goal achievement. |
| **Competencies** | 2.1.12 Explain the nature of management and levels of management (e.g., front line, middle management, executive). |

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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.  2.4.5 Compare business-process thinking with results-oriented thinking, and explain how business-process thinking helps to break through a business’s functional silo mentality.  2.4.7 Describe business-process management, the role of IT and the integration of social networking into business-process performance.  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** | **3.2 Relationship Management:** Apply techniques and strategies to develop, maintain and grow positive relationships with employees, peers and stakeholders. |
| **Competencies** | 3.2.1 Recognize, value and leverage personality types in business situations.  3.2.2 Adapt management style to the personality type of others.  3.2.4 Adapt to and lead workplace changes or situations.  3.2.5 Manage crises in relationships.  3.2.10 Share best practices with key individuals and groups within and outside the business. |

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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** | 3.3.2 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.  3.3.4 Implement strategies to solicit feedback.  3.3.6 Communicate the business’s plans, strategies and procedures, and verify the understanding of recipients.  3.3.7 Develop, implement, monitor and adjust communications plan to meet the information needs of internal and external customers. |

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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** | 4.1.1 Explain the role of enterprise risk management in protecting and creating value for stakeholders (e.g., owners, employees, customers, regulators, vendors, society).  4.1.2 Describe the impact of governmental and self-regulatory agency requirements on the structure, focus, and cost of enterprise risk management. |

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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. |

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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).  4.6.3 Describe social responsibility policies and practices, and explain their impact on business operations and performance (e.g. community development, charitable foundations, green practices).  4.6.4 Identify factors that impact the social responsibility policies implemented by businesses (e.g., national and state regulations, market or customer requirements, profit considerations). |

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| **Outcome** | **4.7 Governance Structures:** Relate governance structures to organizational goal achievement. |
| **Competencies** | 4.7.1 Explain the need for and impact of governance on business management, performance and regulatory oversight. |

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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.  6.1.2 Describe decision-making styles (e.g., analytical, abstract or conceptual, intuitive, creative, procedural or directive), and identify the factors that influence their effectiveness.  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.  6.1.6 Explain the expectations-setting process as a motivational strategy and a management control for both upward and downward management.  6.1.7 Describe the nature of global management strategies.  6.1.9 Describe knowledge management strategies.  6.1.10 Describe the need for and impact of quality management in organizations.  6.1.11 Explain the role of supply chain management and its contributions to business operations; and identify its activities, measures and issues.  6.1.12 Describe project management processes, skills and knowledge necessary for successful project outcomes.  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).  6.1.15 Describe the nature of organizational development and its impact on business success. |

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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.  6.2.7 Conduct an environmental scan to obtain information on the internal and external business environment and to identify changing conditions and current issues or trends impacting business (e.g, business intelligence, insights). |

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| **Outcome** | **6.7 Talent Onboarding and Development:** Apply strategies, policies and procedures to orient new hires and provide growth opportunities to engage new and existing union and non-union employees in the workplace. |
| **Competencies** | 6.7.3 Orient talent to organizational culture, values and norms using appropriate techniques (e.g., coaching or mentoring, cross-departmental networking, toolkits, training).  6.7.5 Determine and obtain resources and tools for talent development, and ensure environment is appropriate for training.  6.7.6 Administer talent-development activities and training, and coach for performance or development using talent-development theories.  6.7.8 Conduct and document performance reviews to enhance performance and development and to protect the organization.  6.7.10 Determine when employee corrective measures are needed, and take needed action to address problem or issue (e.g., retraining, reassignment, reprimand, demotion, dismissal, coaching). |

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| **Outcome** | **6.9 Employee Engagement, Experience and Relations:** Identify and administer strategies, policies, activities and procedures to promote employee satisfaction, engagement and retention and to minimize costs. |
| **Competencies** | 6.9.1 Explain the impact and cost of dissatisfied or disengaged employees, and identify the factors contributing to employee satisfaction and engagement.  6.9.2 Recognize or reward employees for their work efforts and contributions.  6.9.3 Coach or mentor employees on issues to improve performance.  6.9.4 Implement processes to promote equitable opportunities for employees.  6.9.5 Address and document employee issues, and recommend resolutions.  6.9.6 Identify issues associated with a diverse team (e.g., generational, ethnic, gender, religious) to achieve organizational inclusion objectives.  6.9.7 Champion and leverage workplace diversity and inclusion to achieve workplace objectives. |

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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** | 7.4.1 Describe the nature of quality, and identify quality-control measures and techniques.  7.4.2 Explain the components of a quality plan, its purpose for the organization, the development process, and the role of employees and data integrity in the process. |

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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. |

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| **Outcome** | **10.1 Strategic Planning:** Implement planning tools to guide organization’s or department’s activities. |
| **Competencies** | 10.1.1 Describe the strategic planning process in an organization and the relationship between strategic planning, organizational business plans, and departmental plans.  10.1.3 Translate the business mission into departmental imperatives.  10.1.4 Conduct an organizational or department situational analysis of the internal and external environment to support development of a strategic plan. |

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| **Outcome** | **10.3 Change Management:** Adapt to, manage, and create change initiatives in an organization to accomplish organizational objectives. |
| **Competencies** | 10.3.1 Explain the internal and external factors that create resistance to change, and describe their impact on the speed of change.  10.3.2 Describe the relationship among innovation, learning, and change.  10.3.3 Compare and contrast strategies and approaches for leading changes involving how things are done (second-order change) versus organizational values and culture (third-order change).  10.3.4 Evaluate opportunities for company or departmental changes.  10.3.5 Identify the factors considered in establishing organizational development objectives to support change initiatives.  10.3.6 Analyze the factors included in a change-management initiative.  10.3.7 Explain the change-management life cycle and its relationship with project management.  10.3.8 Measure the success of change efforts. |