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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.  1.2.7 Use problem-solving and consensus-building techniques to draw conclusions and determine next steps.  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.  1.2.12 Use technical writing skills to complete forms and create reports.  1.2.13 Identify stakeholders and solicit their opinions. |

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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. |

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| **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.  1.4.5 Use information technology tools to maintain, secure and monitor business records.  1.4.6 Use an electronic database to access and create business and technical information. |

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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** | 1.8.7 Collect information and feedback to help assess the organization’s strategic planning and policymaking processes. |

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| **Outcome** | **1.10 Sales and Marketing:** Manage pricing, place, promotion, packaging, positioning and public relations to improve quality customer service. |
| **Competencies** | 1.10.5 Monitor customer expectations and determine product/service satisfaction by using measurement tools. |

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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** | 3.3.13 Interpret research data into information for decision-making (e.g., interpret descriptive statistics, correlations), and translate findings into actionable business recommendations.  3.3.14 Communicate research information to others (e.g., display data in charts or graphs, prepare presentations, prepare written reports). |

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| **Outcome** | **5.3 Marketing Information Management:** Apply the concepts, systems and tools needed to gather, synthesize, evaluate and disseminate marketing information for use in making business decisions that achieve organizational goals and objectives. |
| **Competencies** | 5.3.4 Communicate marketing-information to others that delivers relevant insights into issues, problems, questions, or opportunities.  5.3.5 Track business information to stay abreast of trends and changes that could impact marketing (e.g., customer databases, partners’ and competitors’ activities, sales and operational data, environmental changes).  5.3.6 Identify challenges associated with data relevance and usability in a globally connected, digital society (i.e., unstructured data).  5.3.7 Develop insights using trends occurring in other industries. |

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| **Outcome** | **5.4 Marketing Research:** Apply qualitative and quantitative research methods, techniques and tools to gather, synthesize, evaluate and disseminate information about a specified problem, issue or opportunity for use in making business decisions that achieve organizational goals and objectives. |
| **Competencies** | 5.4.2 Determine the need for and value of marketing research, describe its impact on business strategies and set research objectives.  5.4.4 Evaluate the appropriateness of the marketing-research design for the research problem, issue or opportunity.  5.4.5 Determine who and how many respondents are needed for marketing research findings to adequately represent the population.  5.4.7 Determine how to obtain needed marketing-research data.  5.4.8 Develop quantitative and qualitative data-collection instruments, and collect the data to answer research questions or resolve issues.  5.4.9 Apply analytical tracking tools to manage and perform marketing research activities.  5.4.11 Process marketing data to translate them into useful insights or knowledge (e.g., code research data, transcribe conversations, tabulate data, analyze narrative text).  5.4.13 Interpret quantitative patterns and qualitative research findings by applying descriptive statistical methods, using software systems and evaluating trade-offs.  5.4.15 Facilitate functional decision-making in marketing through the use of marketing information. |

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| **Outcome** | **5.12 Marketing Operations:** Apply operational policies to perform procedures and activities that ensure marketing’s efficiency and effectiveness. |
| **Competencies** | 5.12.8 Identify and evaluate marketing data needs.  5.12.9 Cleanse existing marketing data to maintain relevancy.  5.12.10 Determine sources of relevant, new marketing data, and evaluate options to purchase or sell marketing data.  5.12.11 Develop processes to acquire marketing data from external sources. |

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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** | 6.3.1 Distinguish between primary and secondary data, and establish appropriate storage and usage parameters for both data types.  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.  6.3.3 Implement collaborative or groupware and cloud computing applications (e.g., services, application, virtual environments) to facilitate projects and business operations. |

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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** | 7.4.2 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.  7.4.7 Describe validation and qualification methods used in new or revised products, processes, and services (e.g., alpha and beta testing, first-article, customer satisfaction surveys). |
| **Outcome** | **8.2 Data Research and Analysis:** Apply structured approaches and tools to capture, analyze, and interpret data to assist in the achievement of organizational goals. |
| **Competencies** | 8.2.6 Describe the nature of mining unstructured data (e.g., online discussion forums, social networks, call scripts). |

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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** | **10.1 Strategic Planning:** Implement planning tools to guide organization’s or department’s activities. |
| **Competencies** | 10.1.4 Conduct an organizational or department situational analysis of the internal and external environment to support development of a strategic plan.  10.1.6 Develop and communicate time-bound company or departmental vision, goals and objectives.  10.1.7 Develop strategic action plans at the departmental level to achieve goals and objectives (e.g., marketing, research and development, procurement, production, human resources, information technology). |

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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** | 10.2.1 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.  10.2.3 Compare options for departmental structure, and evaluate their ability to support plan execution (e.g., in-house or outsourced; centralized, remote, hybrid; cross-functional teams or specialized groups).  10.2.4 Describe the relationship of departmental strategies to departmental goals and objectives.  10.2.5 Determine departmental policies required to support strategy.  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). |