|  |  |
| --- | --- |
| **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.  1.1.8 Identify the correlation between emotions, behavior and appearance and manage those to establish and maintain professionalism. |

|  |  |
| --- | --- |
| **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).  1.2.6 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.  1.2.9 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. |

|  |  |
| --- | --- |
| **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** | 1.3.6Identify 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.  1.3.9Identify potential conflicts of interest (e.g., personal gain, project bidding) between personal, organizational and professional ethical standards. |

|  |  |
| --- | --- |
| **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).  1.4.6Use an electronic database to access and create business and technical information.  1.4.7Use personal information management and productivity applications to optimize assigned tasks (e.g., lists, calendars, address books). |

|  |  |
| --- | --- |
| **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.  3.1.2 Compare the cost to acquire customers with the cost to maintain customers, and explain how these costs impact business strategy and influence which customers to maintain.  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.  3.1.5 Maintain confidentiality or privacy of internal and external customers.  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.  3.1.8 Build, maintain and improve relationships with customers or clients; and promote brand and solicit new ideas and solutions using social media. |

|  |  |
| --- | --- |
| **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.  3.2.5 Manage crises in relationships.  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.  3.2.9 Establish strategic relationships with others.  3.2.10 Share best practices with key individuals and groups within and outside the business.  3.2.11 Manage internal and external business relationships to foster positive interactions, and strategically plan and leverage business relationships for growth. |

|  |  |
| --- | --- |
| **Outcome** | **3.3 Business Communications Management:** Apply strategies and procedures to plan, create, implement, and evaluate internal and external company communications. |
| **Competencies** | 3.3.4 Implement strategies to solicit feedback.  3.3.5 “Sell” ideas to internal and external audiences.  3.3.8 Collaborate on and aggregate complex internal documents to create a common voice that is vision, mission and brand-consistent.  3.3.12 Repurpose content for use in communication.  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). |

|  |  |
| --- | --- |
| **Outcome** | **5.1 Marketing Fundamentals:** Describe principles of marketing, marketing functions and the factors influencing their effectiveness. |
| **Competencies** | 5.1.1 Identify marketing functions, their interrelatedness, their overall contributions to business strategy and the metrics used to measure success.  5.1.2 Identify legal and ethical issues associated with marketing activities or functions, describe the organizational values impacted, and identify the marketing-mix components (e.g., product, price, promotion, place) affected.  5.1.10 Describe the impact of industry, environment and culture on the nature and scope of selling and sales activities (e.g., customer service, relationship building).  5.1.11 Describe sales processes and techniques that can be used to facilitate selling. |

|  |  |
| --- | --- |
| **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** | 5.3.5 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).  5.3.7 Develop insights using trends occurring in other industries. |

|  |  |
| --- | --- |
| **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** | 5.5.5 Profile target customer to determine market needs and customer demand for products and services.  5.5.8 Assess global trends and opportunities.  5.5.9 Conduct a competitive analysis.  5.5.10 Forecast sales, and establish sales goals.  5.5.14 Align sales plan and marketing plan. |
| **Outcome** | **5.6 Pricing:** Apply the concepts and strategies needed to determine and adjust prices to maximize return and meet customers or clients’ perception of value. |
| **Competencies** | 5.6.3 Select approach for setting a base price (e.g., cost, demand, competition).  5.6.4 Determine product’s cost (e.g., breakeven, ROI, markup).  5.6.5 Employ pricing strategies to set prices throughout the product and customer life cycle.  5.6.6 Adjust prices to maximize profitability throughout the product and customer lifecycle.  5.6.7 Develop seasonal and situational (e.g., unexpected event) pricing policies. |

|  |  |
| --- | --- |
| **Outcome** | **5.11 Selling:** Determine client needs, wants and fears; and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities. |
| **Competencies** | 5.11.1 Describe motivational theories that can be used to enhance customer relationships and increase the likelihood of making sales.  5.11.2 Explain the impact of sales and buying cycles on sales activities.  5.11.3 Describe the impact that digital communication is having on selling.  5.11.4 Identify sources of product information that can be used to communicate product benefits and ensure appropriateness of a product for the customer or client.  5.11.5 Perform pre-sales activities to facilitate sales presentation (e.g., prospecting, preliminary customer or client qualification, pre-visit research, appointment booking, sales material preparation and assembly).  5.11.6 Implement sales processes and techniques to enhance customer relationships and increase the likelihood of making sales (e.g., rapport and credibility building, recognizing and responding appropriately to prospect’s personality, using buying motives, facilitating buying decisions, questioning to understand prospect, assessing needs in relation to product offerings, demonstrating solution, converting objections to selling points, closing sales, negotiating terms or agreements, overseeing order fulfillment).  5.11.7 Develop and present sales proposal.  5.11.8 Process the sale to complete the exchange, and collect payment from customer to complete sales transactions.  5.11.9 Conduct post-sales follow-up activities to foster ongoing relationships with customers or clients (e.g., follow-up strategies, sales reports, post-sales service, client feedback, self-assessment of performance, ongoing client relationship).  5.11.10 Plan sales activities to increase sales efficiency and effectiveness (sales quotas, strategies to win back former clients, sales-call patterns, sales terms, key accounts, sales plans).  5.11.11 Implement retail sales support activities that facilitate the sales process (delivery, packing and wrapping, special orders, gift certificates, returns or exchanges, retail sales documentation).  5.11.12 Staff sales force to meet customer and organizational objectives (structure of department, sales force size, sales territories).  5.11.13 Develop a system to guide sales staff to improve their success rate and to minimize staff turnover (e.g., sales-training needs, sales training, motivation strategies, field accompaniments, sales meetings).  5.11.14 Develop a system to control sales activities to meet sales goals or objectives (setting sales quotas, analyzing sales reports, monitoring sales performance, designing incentive programs, managing under-performance). |

|  |  |
| --- | --- |
| **Outcome** | **5.12 Marketing Operations:** Apply operational policies to perform procedures and activities that ensure marketing’s efficiency and effectiveness. |
| **Competencies** | 5.12.7 Leverage data to support real-time customization of customer interactions. |

|  |  |
| --- | --- |
| **Outcome** | **6.1 Management Fundamentals:** Describe business management practices and their contributions to goal achievement and organizational success. |
| **Competencies** | 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. |