Ohio CTE

Business Education (2014)

Business Operations/21st Century Skills: Learners apply principles of economics, business management, marketing, and employability in an entrepreneur, manager, and employee role to the leadership, planning, developing, and analyzing of business enterprises related to the career field. 1

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. 1.1

- 1.1.1 Identify the knowledge, skills, and abilities necessary to succeed in careers. 1.1.1
- 1.1.2 Identify the scope of career opportunities and the requirements for education, training, certification, licensure, and experience. 1.1.2
- 1.1.3 Develop a career plan that reflects career interest, pathways, and secondary and postsecondary options. 1.1.3
- 1.1.4 Describe the role and function of professional organizations, industry associations, and organized labor and use netwroking techniques to develop and maintain professional relationships. 1.1.4
- 1.1.5 Develop strategies for self-promotion in the hiring process (e.g., filling out job applications, resume writing, interviewing skills, portfolio development). 1.1.5
- 1.1.6 Explain the importance of work ethic, accountability, and responsibility and demonstrate associated behaviors in fulfilling personal, community, and workplace roles. 1.1.6
- 1.1.7 Apply problem-solving and critical-thinking skills to work-related issues when making decisions and formulating solutions. 1.1.7
- 1.1.8 Identify the correlation between emotions, behavior, and appearance and manage those to establish and maintain professionalism. 1.1.8
- 1.1.9 Give and receive constructive feedback to improve work habits. 1.1.9
- 1.1.10 Adapt personal coping skills to adjust to taxing workplace demands. 1.1.10
- 1.1.11 Recognize different cultural beliefs and practiecs in the workplace and demonstrate respect for them. 1.1.11
- 1.1.12 Identify healthy lifestyles that reduce the risk of chronic disease, unsafe habits, and abusive behavior. 1.1.12

1.2 Leadership and Communications: Process, maintain, evaluate, and disseminate information in a business. Develop leadership and team building to promote collaboration. 1.2

- 1.2.1 Extract relevant, valid information from materials and cite sources of information (e.g., medical reports, fitness assessment, medical test results). 1.2.1

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1.2.2 Deliver formal and information presentations. 1.2.2

1.2.3 Identify and use verbal, non-verbal, and active listening skills to communicate effectively. 1.2.3

1.2.4 Use negotiation and conflict resolution skills to reach solutions. 1.2.4

1.2.5 Communicate information for an intended audience and purpose. 1.2.5

1.2.6 Use proper grammar and expression in all aspects of communication. 1.2.6

1.2.7 Use problem-solving and consensus-building techniques to draw conclusions and determine next steps. 1.2.7

1.2.8 Identify the strengths, weaknesses, and characteristics of leadership styles that influence internal and external workplace relationships. 1.2.8

1.2.9 Identify advantages and disadvantages involving digital and/or electronic communications. 1.2.9

1.2.10 Use interpersonal skills to provide group leadership, promote collaboration, and work in a team. 1.2.10

1.2.11 Write professional correspondence, documents, job applications, and resumes. 1.2.11

1.2.12 Use technical writing skills to complete forms and create reports. 1.2.12

1.2.13 Identify stakeholders and solicit their opinions. 1.2.13

1.2.14 Use motivational strategies to accomplish goals. 1.2.14

1.3 Business Ethics and Law: Analyze how professional, ethical, and legal behavior contributes to continuous improvement in organizational performance and regulatory compliance. 1.3

1.3.1 Recognize how regulatory compliance affects business operations and organizational performance. 1.3.1

1.3.2 Follow protocols and practices necessary to maintain a clean, safe, and healthy work environment. 1.3.2

1.3.3 Use ethical character traits consistent with workplace standards (e.g., honesty, personal integrity, compassion, justice). 1.3.3

1.3.4 Identify how federal and state consumer protection laws affect products and services. 1.3.4

1.3.5 Access and implement safety compliance measures (e.g., quality assurance information, safety data sheets [SDSs], product safety data sheets [PSDSs], US EPA, US OSHA) that contribute to the continuous improvement of the organization. 1.3.5

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. 1.3.6

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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, ADA, Fair Labor Standards Act, EEOC, human trafficking) and interpret personal safety rights according to the employee Right-to-Know Plan. 1.3.7

1.3.8 Verify compliance with computer and intellectual property laws and regulations. 1.3.8

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

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. 1.4

1.4.1 Use office equipment to communicate (e.g., phone, radio equipment, fax machine, scanner, public address systems). 1.4.1

1.4.2 Select and use software applications to locate, record, analyze, and present information (e.g., word processing, e-mail, spreadsheet, database, presentation, Internet search engines). 1.4.2

1.4.3 Verify compliance with security rules, regulations, and codes (e.g., property, privacy, access, accuracy issues, client and patient confidentiality) pertaining to technology specific to the industry pathway. 1.4.3

1.4.4 Use system hardware to support software applications. 1.4.4

1.4.5 Use information technology tools to maintain, secure, and monitor business records. 1.4.5

1.4.6 Use an electronic database to access and create business and technical information. 1.4.6

1.4.7 Use personal information management and productivity applications to optimize assigned tasks (e.g., lists, calendars, address books). 1.4.7

1.4.8 Use electronic media to communicate and follow network etiquette guidelines. 1.4.8

1.5 Global Environment: Evaluate how beliefs, values, attitudes, and behaviors influence organizational strategies and goals. 1.5

1.5.1 Describe how cultural undertanding, cultural intelligence skills, and continual awareness are interdependent. 1.5.1

1.5.2 Describe how cultural intelligence skills influence the overall success and survival of an organization. 1.5.2

1.5.3 Use cultural intelligence to interact with individuals from diverse cultural settings. 1.5.3

1.5.4 Recognize barriers in cross-cultural relationships and implement behavioral adjustments. 1.5.4

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1.5.5 Recognize the ways in which bias and discrimination may influence productivity and profitability. 1.5.5

1.5.6 Analyze work tasks for understanding and interpretation from a different cultural perspective. 1.5.6

1.5.7 Use intercultural communication skills to exchange ideas and create meaning. 1.5.7

1.5.8 Identify how multicultural teaming and globalization can foster development of new and improved products and services and recognition of new oportunities. 1.5.8

1.6 Business Literacy: Develop foundational skills and knowledge in entrepreneurship, financial literacy, and business operations. 1.6

1.6.1 Identify business opportunities. 1.6.1

1.6.2 Assess the reality of becoming an entrepreneur, including advantages and disadvantages (e.g., risk versus reward, reasons for success and failure). 1.6.2

1.6.3 Explain the importance of planning your business. 1.6.3

1.6.4 Identify types of businesses, ownership, and entities (i.e., individual proprietorships, partnerships, corporations, cooperatives, public, private, profit, and not-for-profit). 1.6.4

1.6.5 Describe organizational structure, chain of command, the roles and responosobilities of the organizational departments and interdepartmental interactions (e.g., following the physician's orders). 1.6.5

1.6.6 Identify the target market served by the organization, the niche that the organization fills, and an outlook of the industry. 1.6.6

1.6.7 Identify the effect of supply and demand on products and services. 1.6.7

1.6.8 Identify the features and benefits that make an organization's product or service competitive. 1.6.8

1.6.9 Explain how the performance of an employee, a department, and an organization is assessed. 1.6.9

1.6.10 Describe the impact of globalization on an enterprise or organization. 1.6.10

1.6.11 Describe how all business activities of an organization work within the parameters of a budget. 1.6.11

1.6.12 Describe classifications of employee benefits, rights, deducations, and compensations. 1.6.12

1.7 Entrepreneurship/Entrepreneurs: Analyze the environment in which a business operates and the economic factors and opportunities associated with self-employment. 1.7

1.7.1 Compare and contrast the four types of business ownership (i.e., individual proprietorships, partnerships, corporations, cooperatives). 1.7.1

1.7.2 Explain the role of profit as the incentive to entrepreneurs in a market economy. 1.7.2

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1.7.3 Identify the factors that contribute to the success and failure of entrepreneurial ventures. 1.7.3

1.7.4 Assess the role of non-profit and for-profit businesses. 1.7.4

1.7.5 Develop a business plan. 1.7.5

1.7.6 Describe the life cycles of an entrepreneurial business and an entrepreneur. 1.7.6

1.7.7 Create a list of personal strengths, weaknesses, skills, and abilities needed to be successful as an entrepreneur. 1.7.7

1.7.8 Explain pathways used to become an entrepreneur. 1.7.8

1.7.9 Conduct a self-assessment to determine entrepreneurial potential. 1.7.9

1.7.10 Describe techniques for obtaining experience (e.g., apprenticeship, co-op, education, work placement, internship, job shadowing) related to an entrepreneurial objective. 1.7.10

1.7.11 Identify initial steps in establishing a business (e.g., limited liability company, tax ID, permits, insurance, licensing). 1.7.11

1.7.12 Identify resources available to entrepreneurs (e.g., SBA, mentors, information resources, educational opportunities). 1.7.12

1.7.13 Protect intellectual property and knowledge (e.g., copyright, patent, trademark, trade secrets, processes). 1.7.13

1.8 Operations Management: Plan, organize, and monitor an organization or department to maximize contribution to organizational goals and objectives. 1.8

1.8.1 Forecast future resources and budgetary needs using financial documents (e.g., balance sheet, demand forecasting, financial ratios). 1.8.1

1.8.2 Select and organize resources to develop a product or service. 1.8.2

1.8.3 Analyze the performance of organizational activities and reallocate resources to achieve established goals. 1.8.3

1.8.4 Identify alternative actions to take when goals are not met (e.g., changing goals, changing strategies, efficiencies). 1.8.4

1.8.5 Use inventory and control systems to purchase materials, supplies, and equipment (e.g., LIFO, FIFO, JIT, LEAN). 1.8.5

1.8.6 Identify the advantages and disadvantages of carrying cost and JIT production systems and the effects of maintaining inventory (e.g., perishable, shrinkage, insurance) on profitability. 1.8.6

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

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

1.8.9 Develop a budget that reflects the strategies and goals of the organization. 1.8.9

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1.8.10 Analyze how business management and environmental management systems (e.g., health, safety) contribute to continuous improvement and sustainability. 1.8.10

1.9 Financial Management: Use financial tools, strategies, and systems to develop, monitor, and control the use of financial resources to enrure personal and business financial well-being. 1.9

1.9.1 Create, analyze, and interpret financial documents (e.g, budgets, income statements). 1.9.1

1.9.2 Identify tax obligations. 1.9.2

1.9.3 Review and summarize savings, investment strategies, and purchasing options (e.g., cash, lease, finance, stocks, bonds). 1.9.3

1.9.4 Identify credit types and their uses in order to establish credit. 1.9.4

1.9.5 Identify ways to avoid or correct debt problems (e.g., collection agency payments and post-collection agency payments). 1.9.5

1.9.6 Explain how credit ratings and the criteria lenders use to evaluate repayment capacity affect access to loans. 1.9.6

1.9.7 Review and summarize categories (types) of insurance and identify how insurances can reduce financial risk. 1.9.7

1.9.8 Identify income sources and expenditures. 1.9.8

1.9.9 Compare and contrast different banking services available through financial institutions. 1.9.9

1.9.10 Identify the role of depreciation in tax planning and liability. 1.9.10

1.10 Sales and Marketing: Manage pricing, place, promotion, packaging, positioning, and public relations to improve quality customer service. 1.10

1.10.1 Identify how the roles of sales, advertising, and public relations contribute to a company's brand. 1.10.1

1.10.2 Determine the customer's/client's needs and identify solutions and potential community resources. 1.10.2

1.10.3 Communicate features, benefit, and warranties of a product or service to the customer/client. 1.10.3

1.10.4 Identify the company policies and procedures for initiating product and service improvements. 1.10.4

1.10.5 Monitor customer/client expectations and determine product/service satisfaction by using measurement tools. 1.10.5

1.10.6 Discuss the importance of correct pricing to support a product's or service's positioning in the market mix. 1.10.6

1.10.7 Describe the importance and diversity of distribution channels (i.e., direct, indirect) to sell a product. 1.10.7

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1.10.8 Use promotional techniques to maximize sales revenues (e.g., advertising, sales promotions, publicity, public relations). 1.10.8

1.10.9 Describe how product mix (e.g., product line, product items) maximizes sales revenues, market share, and profit margin. 1.10.9

1.10.10 Demonstrate sales techniques. 1.10.10

1.11 Principles of Business Economics: Examine and employ economic principles, concepts, and policies to accomplish organizational goals and objectives. 1.11

1.11.1 Identify the economic principles that guide geographic location of an inducstry's facilities (e.g., relative scarcity, price, quantity of products and services). 1.11.1

1.11.2 Identify the different between monetary and non-monetary incentives and explain how changes in incentives cause changes in behavior. 1.11.2

1.11.3 Use economic indicators to identify economic trends and conditions (e.g., inflation, interest, rate fluctuations, unemployment rates). 1.11.3

1.11.4 Determine how the quality, quantity, and pricing of goods and services are affected by domestic and international competition in a market economy. 1.11.4

1.11.5 Analyze factors that affect currency and exchange rates. 1.11.5

1.11.6 Explain how financial markets and government policies influence interest rates (credit ratings/debt ceiling), trade deficits, and unemployment. 1.11.6

1.11.7 Describe how economic performance and culture are interdependent. 1.11.7

1.11.8 Identify the relationships between economy, society, and environment that lead to sustainability. 1.11.8

1.11.9 Describe how laws and regulations influence domestic and international trade. 1.11.9

Business Foundations: Learners acquire foundational knowledge of business activities in a global environment that are undergirded by economic princples and business processes. 2

2.1 Business Activities: Relate business functions to business models, business strategies, and organiozational goal achievement. 2.1

2.1.1 Explain the reasons that businesses adn organizations exist and their role in society, and describe types of business models. 2.1.1

2.1.2 Describe the business changes that are occurring in response to the external environment in which businesses operate. 2.1.2

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 difference in implementation that occur in big versus small businesses. 2.1.3

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 aggressions, innovative management, agile management, organizational learning, market orientation, slack resources). 2.1.4

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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 and functions. 2.1.5

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. 2.1.6

2.1.7 Explain the nature and scope of information management and its contributions to business operations. 2.1.7

2.1.8 Describe marketing's role and function in business and its contributions to overall business strategy. 2.1.8

2.1.9 Explain factors that motivate customers, clients, and businesses to buy and actions employees can take to achieve the company's descried results. 2.1.9

2.1.10 Describe connections between company actions and results (e.g., influencing consumer behavior, gaining market share). 2.1.10

2.1.11 Differentiate between operations and supply chain, and describe their components, or activities, and contributions to business. 2.1.11

2.1.12 Explain the nature of management and levels of management (e.g., front line, middle management, executive). 2.1.12

2.1.13 Identify ways that technology impacts business activities. 2.1.13

2.1.14 Describe the evolution of business. 2.1.14

2.2 Economic Principles: Relate principles and concepts of applied economics to business models, business activities, and organizational goal achievement. 2.2

2.2.1 Describe the concepts of economic goods and services, economics and economic activities (i.e., production, distribution, exchange, consumption and circular flow of income model). 2.2.1

2.2.2 Explain types of economic resources, competition, and economic systems (e.g., traditional, command, market); and describe the systems' characteristics, their advantages and disadvantages and impact on business. 2.2.2

2.2.3 Identify the impact of small business and entrepreneurship on market economies. 2.2.3

2.2.4 Determine economic utilities created by business activities (e.g., time, place, possession, form or task). 2.2.4

2.2.5 Determine types of business risks (e.g., pure, speculative, natural, human, economic). 2.2.5

2.2.6 Distinguish between gross and net profit, identify factors affecting a business's profit (e.g., demand, chance, pricing, expenses, costs, the economy), and recognize controllable and non-controllable expenses. 2.2.6

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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. 2.2.7

2.2.8 Describe the nature of taxes paid by businesses and their impact. 2.2.8

2.2.9 Explain the concept of productivity, how it is measured, and its importance to business. 2.2.9

2.2.10 Analyze the impact of specialization and division of labor on productivity. 2.2.10

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. 2.2.11

2.2.12 Explain the impact of the law of diminishing returns and the concept of economies of scale. 2.2.12

2.2.13 Describe the types of market structures (e.g., monopolistic, monopsonistic). 2.2.13

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. 2.2.14

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 the different phases. 2.2.15

2.3 International Business: Relate factors impacting the international business to internal business operations, practices, and strategies. 2.3

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. 2.3.1

2.3.2 Describe market-entry strategies for conducting business globally (e.g., import and export, technology licensing, franchising, wholly owned branch and subsidiary operations, joint ventures, consortia) and the considerations impacting the decision to offer goods or services globally. 2.3.2

2.3.3 Explain the nature of global trade and the impact of cultural and social environments on it. 2.3.3

2.3.4 Explain labor issues associated with global trade. 2.3.4

2.3.5 Describe the impact of the political environment on global trade (e.g., type of government, political stability, government policies about business. 2.3.5

2.3.6 Explain the impact of a country's or an area's geography and history on global trade. 2.3.6

2.3.7 Explain the impact of a country's economic development on global trade (e.g., type of economic system, natural resources, educational level, types of industries, infrastructure, technology availability, or adaptation). 2.3.7

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2.3.8 Describe the impact of digital communication tools (e.g., Internet, video- and computer-conferencing, webcasts, email, social media, digital communications) on global business activities. 2.3.8

2.3.9 Identify examples of emerging economies, and describe their potential impact on business activities. 2.3.9

2.3.10 Describe product standards' issues associate with global business. 2.3.10

2.3.11 Explain the nature of global legal systems (e.g., civil or code, common, statutory), their impact on global trade, and the approaches and legal recourse available to resolve disputes in global markets. 2.3.11

2.3.12 Explain regulations governing bribery and foreign monetary payments, and describe their impact on business. 2.3.12

2.3.13 Describe costs associated with global business, methods used to analyze those costs and the role of outsourcing and offshoring in cost management. 2.3.13

2.3.14 Describe customs regulations, their impact on global business, and the government agencies that facilitate trade. 2.3.14

2.3.15 Analyze US competitiveness at a global level for different industries, and describe factors impacting competitiveness. 2.3.15

2.4 Business Processes: Relate business-process design to organization structure and organizational goal achievement. 2.4

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

2.4.2 Identify types of business processes, their purposes (e.g., added customer valuye, increase efficiencies), their characteristics, their components (e.g., events, activities, decision points, metrics) and their interrelationships. 2.4.2

2.4.3 Describe the importance of outcomes and value in business processes and the business problems created by inefficient buysiness processes (e.g., unhappy customers, incrase costs, missed deadlines, frustrated co-workers). 2.4.3

2.4.4 Describe the relationship among polciies, procedsses, and procedures. 2.4.4

2.4.5 Compare business-process thinking with results-oriented thinking, and explain how business-process thinking helps toi break through a business's functional silo mentality. 2.4.5

2.4.6 Identify reasons that business processes change. 2.4.6

2.4.7 Describe business-process management, the role of IT, and the integration of social networking into business-process performance. 2.4.7

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). 2.4.8

Customer Relations: Apply techniques, strategies, and tools to develop, maintain, and grow positive internal and exeternal customer, or client,

processes, and strategies to develop and build relationships with stakeholders (e.g., customers, staff, vendors), to address stakeholder interactions and problems, and to develop a collaborative work environment. 3

relationships. 3.1

3.1.1 Explain the nature of posirive customer, or client, relations and their role in keeping customers; and describe thge imporatnce of meeting and exceeding customer expectations. 3.1.1

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. 3.1.2

3.1.3 Apply a customer-service mindset in a culturally appropriate manner (e.g., respond to customer inquiries; reinforce servce through effective, ongoing communication). 3.1.3

3.1.4 Build rapport with customers, and use this rapport to inform customers about company policies, consequences of non-compliance with recommendations or requirements, and service or account terminations. 3.1.4

3.1.5 Maintain confidentiality or privacy of internal and external customers. 3.1.5

3.1.6 Reinforce company's image and culture to exhibit the business's brand promise. 3.1.6

3.1.7 Describe the scope of customer-relationship management to show its contribution to business. 3.1.7

3.1.8 Build, maintain, and improve relationships with customer, or clients; and promote brand and solicit new ideas and solutions using social media. 3.1.8

3.1.9 Identify opportunities to use crowdsourcing to engage customers or clients, to improve customer or client relationships, to promote brand, and to solicit new ideas and solutions. 3.1.9

3.1.10 Confer with patients about thei rights and responsibilities, as statedin teh Patient Bill of Rights, the legal ownserhip of medical records, advanced directives, and informed consent. 3.1.10

3.2 Relationship Management: Apply techniques and strategies to develop, maintain, and grow positive relationships with employees, peers, and stakeholders. 3.2

3.2.1 Recognize, value, and leverage personality types in business situations. 3.2.1

3.2.2 Adapt management style to the personality type of others. 3.2.2

3.2.3 Align personal visio0n and goals with organizational or departmental goals, objectives, and initiatives. 3.2.3

3.2.4 Adapt to and lead workplace changes or situations. 3.2.4

3.2.5 Manage crises in relationships. 3.2.5

3.2.6 Determine the nature of office politics, and ocervome problems and difficulties associated with office poitics and turf wars. 3.2.6

3.2.7 Identify when and how to take risks to achieve objectives. 3.2.7

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3.2.8 Describe the nature of organizational cultuire and its impact on bsuiness, and interpret and adapt to a business's culture. 3.2.8

3.2.9 Establish strategic relationships with others. 3.2.9

3.2.10 Share best practices with key individuals and groups within and outside the business. 3.2.10

3.2.11 Manage internal and external business relationships to foster positive interactions, and strategically plan and leverage business relationships for growth 3.2.11

3.2.12 Describe ways that businesses build positive employer-employee relationships. 3.2.12

3.3 Business Communications Management: Apply strategies and procedures to plan, create, implement, and evaluate internal and external company communications. 3.3

3.3.1 Identify organizational communication hierarchies, and select the apporiatpie communication strategy to use for the hierarchy. 3.3.1

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 collectivelly. 3.3.2

3.3.3 Adapt personal communication style to audiences in virtual intercultural environments. 3.3.3

3.3.4 Implement strategies to solicit feedback. 3.3.4

3.3.5 "Sell" ideas to internal and external audiences. 3.3.5

3.3.6 Communicate the business's plans, strategies and procedures; and verify the understanding of recipients. 3.3.6

3.3.7 Develop, implement, monitor, and adjust communications plan to meet the information needs of internal and external customers. 3.3.7

3.3.8 Collaborate on and aggregate complex internal documents to create a common voice that is vision, missing, and brand-consistent. 3.3.8

3.3.9 Conduct creative briefing, and gain commitment from clients. 3.3.9

3.3.10 Develop a crisis-management plan to control communications and mitigate damage to company's image. 3.3.10

3.3.11 Develop an integrated approach for social media content creation that provides for consistent branding and messaging across channels for original and repurposed content. 3.3.11

3.3.12 Re-purpose content for use in business communications. 3.3.12

3.3.13 Interpret research data into information for decision-making (e.g., interpret descriptive statistics, correlations), and translate findings into actionable business recommendations. 3.3.13

3.3.14 Communicate research information to others (e.g., display data in charts or graphs, prepare presentations, prepare written reports). 3.3.14

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3.4 Social Media Communications: Apply tools, strategies, and processes to plan, create, implement, monitor, and evaluate social media communications to support corporate brand and strategy. 3.4

- 3.4.1 Describe the impact of a person's social media brand on the achievement of organizational goals. 3.4.1
- 3.4.2 Compare and contrast thge use of social media for personal and business purposes. 3.4.2
- 3.4.3 Evaluate the impact of mobiloe-device capabilities and usage patterns on social media effectiveness. 3.4.3
- 3.4.4 Establish and implement approaches to grow following and engagement, nboth paid and organic. 3.4.4
- 3.4.5 Maintain a consistent brand voice in soclial, content that resonates with the community and fits the platform. 3.4.5
- 3.4.6 Monitor user-generated content (UGC) and moderate social chats. 3.4.6
- 3.4.7 Escalate social comments as necessary to solicit appropriate responses and highlight opportunities. 3.4.7
- 3.4.8 Maintain and manager day-to-day content on social platforms and company's community-based forums. 3.4.8
- 3.4.9 Develop and package content for social distribution, showcase articles, video, galleries, and shows. 3.4.9
- 3.4.10 Monitor daily social media analytics to gauge success of social media efforts and initiatives. 3.4.10
- 3.4.11 Identify opportunities and trends in the social media space (e.g., demographic preferences). 3.4.11
- 3.4.12 Implement an integrated social media strategy that complies with legal requirements and company policy. 3.4.12
- 3.4.13 Idenitfy emerging customer trends through social networking. 3.4.13

Business Governance: Learners apply governance princples to plan, organize, and monitor an organization's strategy, structure, and systems to ensure achievement of organizational goals and objectives. 4

4.1 Enterprise Risk Management Fundamentals: Apply foundational business skills and tools to identify risks and seize opportunities related to the achievment of business objectives. 4.1

- 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). 4.1.1
- 4.1.2 Describe the impact of governmental and self-regulatory agency requirements on the structure, focus and cost of enterprise risk management. 4.1.2
- 4.1.3 Describe ways that businesses prevent, control, transfer, and retain risks. 4.1.3

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4.1.4 Identify events (e.g., disasters, cyber-attacks, product launch) and stakeholder activities (e.g., supplier bankruptcy, rogue employee, compromised personal information, competitor exit) that could facilitate or prevent an organization from achieveing its objectives; i.e., risk at the organizational level. 4.1.4

4.1.5 Describe quantitative and qualitative approaches to measuring and analyzing risk. 4.1.5

4.1.6 Distinguish among key risk indicators, key performance indicators, and process indicators. 4.1.6

4.1.7 Develop a risk appetite goal using the risk-reward relationship. 4.1.7

4.1.8 Select strategies for managing risk (e.g., strategic planning, insurance, internal controls, policies and procedures, good hiuring procedures, training, tracking performance, self-regulation), for responding to risky situations and for recovering from disasters. 4.1.8

4.1.9 Describe the elements of an enterprise risk-management policy. 4.1.9

4.1.10 Compare business governance and data governance issues and strategies. 4.1.10

4.1.11 Execute strategies for managing portfolio risk that consider business risk tolerance and financial and operational goals. 4.1.11

4.2 Enterprise Risk Management for Financial Institutions: Relate financial institutions' risk profile, regulatory compliance requirements and business objectives to enterprise risk-management processes. 4.2

4.2.1 Explain key banking and insurance calculations (e.g. interest, annual percentage rate, exchange rates, RAROC [Risk-Adjusted Return on Capital], claim loss ratio) and requirements established in regulatory guidelines. 4.2.1

4.2.2 Explain rating systems and guidelines used by regulatory agencies to assess a financial institution's compliance (e.g., CAMELS [Capital Adequacy, Asset Quality, Management Administration, Earnings, Liquidity, and Sensitivity]) and the rules and regarding use and disclosure. 4.2.2

4.2.3 Explain the risks associated with banking services (e.g., default, fraudulent transactions, falsified information) and techniques used to manage these risks for a financial institution (e.g., loan criteria, credit-based scoring models, identity verification). 4.2.3

4.2.4 Explain the risks associated with insurance services (e.g., underwriting, claims) and techniques used to reduce, mitigate, and measure risks at the enterprise level (e.g., insurability provisions, credit-based scoring models, actuarial sciences, reinsurance). 4.2.4

4.2.5 Explain the risks associated with securities products and trust services (e.g., suitability, risk of loss) and strategies used to manage these risks for a financial institution(e.g., investment profiles, validated asset allocation models, disclosures). 4.2.5

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4.2.6 Interpret banking and insurance risk measures and metrics (e.g., interest rate risk, liquidity risk, credit risk, underwriting risk). 4.2.6

4.3 Compliance: Develop compliance systems, processes, and procedures used to manage compliance risk across an organization. 4.3

- 4.3.1 Compare and contrast internal and external authoritative sources of compliance standards (e.g., legal code, government agencies, and self-regulatory organizations), the types of institutions governed, and the penalties associated with non-compliance. 4.3.1
- 4.3.2 Explain the impact of compliance requirements on business structure, fuinctions (e.g., marketing, information technology, human resources), products and services, and pricing. 4.3.2
- 4.3.3 Explain the elements of a compliance program and how requirements and expectations differ across industry sectors (e.g., financial services, healthcare, consumer products, restaurants, food and beverage). 4.3.3
- 4.3.4 Describe the factors that influence compliance program costs, effectiveness, and value (e.g., organizational size and structure, accreditation, incentives availability). 4.3.4
- 4.3.5 Develop the elements of a basic compliance program to promote consistent behaviors (e.g., policies, procedures, training). 4.3.5
- 4.3.6 Analyze existing policies, procedures, and documents to ascertain compliance with regulatory requirements (e.g., Centers for Medicare and Medicaid Services [CMS], Health Insurance Portability and Accountability Act [HIPAA]) and self-regulatory guidelines. 4.3.6
- 4.3.7 Monitor compliance with organizational or departmental compliance policies and procedures (e.g., continuing education requirements, prevention of fraudulent practices, record falsification or alteration, patient or customer abuse, lack of follow-up). 4.3.7
- 4.3.8 Identify strategies for managing professional liability and malpractice risks (e.g., incompetent or impaired physicians, unnecessary procedures, patient or customer misconduct, service or medical errors, lack of training, poor documentation). 4.3.8
- 4.3.9 Explain the value and purpose of compliance assessment activities (e.g., due-diligence reviews, internal audits, work plan reviews). 4.3.9

4.4 Legal Environment: Identify the requirements of the legal environment in which business and society operate to facilitate lawful and ethical operations. 4.4

- 4.4.1 Distinguish between secured and unsecured creditors, explain the debtor-creditor relationship and legal protections provided each party, and determine relief options for debtors. 4.4.1
- 4.4.2 Describe consumer rights and responsibilities, services provided by consumer protection agencies, and consumer protection laws. 4.4.2
- 4.4.3 Explain businesses' responsibility for product safety, and identify product liability issues and the applicable laws and regulations. 4.4.3
- 4.4.4 Describe advertising laws and regulations in digital and brick-and-mortar business environments. 4.4.4

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4.4.5 Identify employment laws, and describe the rights and responsibilities of parties to an employment contract, types of workplace regulations (e.g., OSHA, ADA, FMLA), role of equal opportunity employment and the role of unions in business. 4.4.5

4.4.6 Explain retirement plans and describe pension and profit-sharing laws. 4.4.6

4.4.7 Explain tax regulations affecting business, tax reporting requirements, penalties for non-compliance with tax laws and the tax enforcement process. 4.4.7

4.4.8 Identify the characteristics and process differences that distinguish commercial real estate settlement from residential real estate settlement. 4.4.8

4.4.9 Describe legal documents relating to the purchase, sell, and lease of residential property, insurance requirements, and residential real-estate settlement procedures. 4.4.9

4.4.10 Identify the duties of landlords and tenants. 4.4.10

4.4.11 Describe forms of brakruptcy and bankruptcy proceedings, and explain the impact of these proceedings on business. 4.4.11

4.4.12 Identify legal procedures pertinent to estates, and identify types of legal documents associated with estates (e.g., testamentary letters, wills, trusts, power of attorney, estate tax returns). 4.4.12

4.4.13 Describe family and domestic relations law considerations for adoption, eldercare, and assisted living. 4.4.13

4.5 Legal Research: Apply legal reasoning to establish a legal position that effectively and efficiently discharges legal obligations while supporting business operations and teh achievement of business objectives. 4.5

4.5.1 Conduct legal research and organize results in logical order. 4.5.1

4.5.2 Idenitfy required process for obtaining access to information. 4.5.2

4.5.3 Draft release or access documents. 4.5.3

4.5.4 Validate information (e.g., factual documents, evidence, exhibits, legal client matters) for use in legal proceedings. 4.5.4

4.5.5 Prepare fully-compliant legal documents, common court documents, and supporting documentation (e.g., digests of deposition transcripts, exhibit lists). 4.5.5

4.5.6 Identify interrelationships among cases, statues, regulations, and other legal authorities; and apply a recognized legal authority to specific factual situation(s). 4.5.6

4.5.7 Recognize when and why varied fact situations allow for exceptions to general legal rules. 4.5.7

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Corporate Social Responsibility (CSR): Interpret, apply, and communicate an organizationn's ethics and social responsibility policies and code of conduct in routine and ambiguous situations. 4.6

4.6.1 Compare and contrast ethical standards and challenges in domestic and international markets and across coutrnies or areas (e.g., Brazil, China, Latin America, Pacific Rim). 4.6.1

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). 4.6.2

4.6.3 Describe social responsibility policies and practices, and explain their impact on business operations and perforamnce (e.g., community development, charitable foundations, green practices). 4.6.3

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). 4.6.4

4.6.5 Develop ethics and CSR policies and reporting processes. 4.6.5

4.6.6 Analyze the impact of ethics and CSR policies on business operations and financial performance. 4.6.6

4.6.7 Monitor compliance with CSR policies, ethics policies, and codes of conduct. 4.6.7

4.6.8 Recommend actions to resolve non-compliance with ethics and CSR policies and codes of conduct. 4.6.8

4.6.9 Exhibit ethical behavior and social responsiblity in the global environment in which business operates. 4.6.9

4.7 Governance Structures: Relate governance structures to organizational goal achievement. 4.7

4.7.1 Explain the need for and impact of governance on business management, performance, and regulatory oversight. 4.7.1

4.7.2 Describe the relationship between governance structures, ownership structures (e.g., corporation, privately owned, nonprofit, limited-liability companies) and organizational size and reach (e.g., micro-enterprise, middle-market, large corporate, multinational global). 4.7.2

4.7.3 Explain the roles and responsibilities of governing committees (e.g., Board of Directors, Audit and Finance Committees, Risk Committees), strategies used to fulfill these responsiblities, and the impact on strategic planning and management functions (i.e., planning, organizing, directing, staffing, and controlling). 4.7.3

4.7.4 Idenitfy the elements of a governance process (e.g., minutes, records, proxies), and distinguish elements contained in public and private businesses. 4.7.4

4.7.5 Idenitfy the elements of a corporate governance structure that impact staff decision-making authority. 4.7.5

4.7.6 Determine situations in which escalation to a governance member is appropriate. 4.7.6

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4.8 Legal Foundations: Identify the legal principles that undergird business operations, and apply regulatory provisions to business situations. 4.8

- 4.8.1 Acquire information about the role of the constitution in business law, sources of law in the US, and the role of the US judicial system. 4.8.1
- 4.8.2 Distringuish among types of laws (e.g., criminal, civil, regulatory) and explain their major functions. 4.8.2
- 4.8.3 Describe criminal and civil law and proceedings that impact legal requirements from initial filing actvities to settlement and appeals. 4.8.3
- 4.8.4 Explain the functions performed by officials in the court syste, the differences in function and procedures amon the different courts (e.g., trial court, appellate court, adiminstrative hearings) with the state and federal court systems and the iompact of these differences on the management of documentation and evidence. 4.8.4
- 4.8.5 Describe how the legal environment in which businesses operate is affected by the civil infrastructure (e.g., torts, contracts, legal agreements) of the US. 4.8.5
- 4.8.6 Distinguish among types of torts (i.e., intentional, negligence and strict liability), and explain the impact of tort law on business. 4.8.6
- 4.8.7 Describe the legal issues affecting businesses and the impact of government regulations and regulatory agencies on businesses. 4.8.7
- 4.8.8 Identify factors impacting the options available to settle a legal matter (e.g., contract terms, statutory requirements, legal precedents, evidence). 4.8.8
- 4.8.9 Identify requirements needed for an enforceable contract, and differentiate among types of contracts (e.g., oral, written, implied, transferable, non-transferable). 4.8.9
- 4.8.10 Determine the rights of parties in a contract, how the contract can be discharged, and what actions can occur with a breach of contract. 4.8.10
- 4.8.11 Determine tactics businesses can take to avoid litigation and alternative methods and processes they can use to resolve disputes. 4.8.11
- 4.8.12 Explain the importance of property in the legal environment of business and describe how ownership rights are acquired, held, and transferred. 4.8.12
- 4.8.13 Identify areas of law relevant to a particular situation, define statutes of limitations for areas of law, and distinguish between substantive and procedural law. 4.8.13
- 4.8.14 Describe environmental law agencies and regulations, procedures for reporting violations and the impact of environmental law on business. 4.8.14
- 4.8.15 Describe administrative law and the types and powers of administrative agencies. 4.8.15

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Ma implement tactics,

Marketing Fundamentals: Describe principles of marketing functions and the factors influencing their effectiveness. 5.1

processes and strategies to create, communicate, deliver, and exchange offerings of value to others by understanding and applying marketing functions, including channel management, marketing-information management, market planning, pricing, product and service management, promotion, and selling. 5

5.1.1 Identify marketing functions, their interrelatedness, their overall contributions to business strategy and the metrics used to measure success. 5.1.1

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. 5.1.2

5.1.3 Explain the nature, scope, benefits, and considerations in channel management (e.g., how channels perform or interact). 5.1.3

5.1.4 Describe the marketing-information management function, its nature and considerations (e.g., how channels perform or interact). 5.1.4

5.1.5 Describe the function of pricing to understand its role in marketing. 5.1.5

5.1.6 Explain factors affecting pricing decisions (e.g., customer value perception, brand, negotiating power, corporate policies, competitive strategy, stage of consumer life cycle). 5.1.6

5.1.7 Describe foundational concepts associated with product and service management to understand its nature and scope (e.g., product life cycles). 5.1.7

5.1.8 Explain the drivers of brand and the impact, benefits, and drawbacks of branding. 5.1.8

5.1.9 Describe promotion's nature, scope, and role in meeting business objectives (e.g., types of promotion, promotional mix, promotional channels). 5.1.9

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). 5.1.10

5.1.11 Describe sales processes and techniques that can be used to facilitate selling. 5.1.11

5.1.12 Explain the impact of technology on marketing costs, marketing strategy, and marketing return on investment. 5.1.12

5.2 Channel Management: Apply the concepts and processes needed to identify, select, monitor, and evaluate distribution channels that support achievement of organizational goals and objectives. 5.2

5.2.1 Distinguish among distribution channels for consumer goods, industrial goods, and services. 5.2.1

5.2.2 Coordinate channel management with other marketing activities. 5.2.2

5.2.3 Analyze channel-member relationships, taking corrective measures when needed. 5.2.3

5.2.4 Analyze the strengths, weaknesses, opportunities, and threats associated with affinity partner relationships. 5.2.4

5.2.5 Evaluate the impact of push and pull strategies on channel management. 5.2.5

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5.2.6 Select channels of distribution. 5.2.6

5.2.7 Evaluate channel member performance and suitability. 5.2.7

5.2.8 Assess channel-management strategies to improve their effectiveness, minimize their costs, and identify opportunities that benefit multiple channels. 5.2.8

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. 5.3

5.3.1 Distinguish between market-driven and customer-driven information, and explain the need for marketing information. 5.3.1

5.3.2 Describe the factors that determine the relevancy of information for marketing purposes. 5.3.2

5.3.3 Describe data and reports that are monitored for marketing decision-making. 5.3.4

5.3.4 Communication marketing information to others that delivers relevant insights into issues, problems, questions, or opportunities. 5.3.5

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

5.3.6 Identify challenges associated with data relevance and usability in a globally connected, digital society (i.e. unstructured data). 5.3.7

5.3.7 Develop insights using trends occurring in other industries. 5.3.8

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. 5.4

5.4.1 Explain reasons for conducting marketing research and the importance and scope of marketing research activities, and distinguish among research types (e.g., primary, secondary, qualitative, quantitative). 5.4.1

5.4.2 Determine the need for and value of marketing research, describe its impact on business strategies, and set research objectives. 5.4.2

5.4.3 Explain marketing research design considerations; and identify the type of research appropriate for different business objectives, problems, or opportunities. 5.4.3

5.4.4 Evaluate the appropriateness of the marketing research design for the research problem, issue, or opportunity. 5.4.4

5.4.5 Determine who and how many respondents are needed for marketing research findings to adequately represent the population. 5.4.5

5.4.6 Describe quantitative and qualitative marketing research data collection methods. 5.4.6

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5.4.7 Determine how to obtain needed marketing research data. 5.4.7

5.4.8 Develop quantitative and qualitative data collection instruments, and collect the data to answer research questions or resolve issues. 5.4.8

5.4.9 Apply analytical tracking tools to manage and perform marketing research activities. 5.4.9

5.4.10 Identify techniques used to process marketing data. 5.4.10

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). 5.4.11

5.4.12 Assess marketing research briefs to determine comprehensiveness and clarity. 5.4.12

5.4.13 Interpret quantitative patterns and qualitative research findings by applying descriptive statistical methods, using software systems, and evaluating trade-offs. 5.4.13

5.4.14 Evaluate marketing research procedures, proposals, and findings to assess their credibility and to determine needed improvements. 5.4.14

5.4.15 Facilitate functional decision-making in market through the use of marketing information. 5.4.15

5.5 Market Planning: Utilize principles and tolls to select an audience and to identify and select marketing strategies to reach targeted audiences. 5.5

5.5.1 Distinguish between marketing strategies and tactics. 5.5.1

5.5.2 Explain the considerations used to develop and implement domestic and global marketing strategies. 5.5.2

5.5.3 Describe the concepts of market and market identification. 5.5.3

5.5.4 Identify market segments and select target market(s). 5.5.4

5.5.5 Profile target customer to determine market needs and customer demand for products and services. 5.5.5

5.5.6 Explain the role of situation analysis in the marketing planning process. 5.5.6

5.5.7 Conduct a market analysis (e.g., market size, area, potential). 5.5.7

5.5.8 Assess global trends and opportunities. 5.5.8

5.5.9 Conduct a competitive analysis. 5.5.9

5.5.10 Forecast sales and establish sales goals. 5.5.10

5.5.11 Set marketing goals, objectives, and budget to achieve corporate goals and objectives. 5.5.11

5.5.12 Select and apply marketing metrics applicable to the problem, issue, or opportunity. 5.5.12

5.5.13 Develop a marketing plan that addresses strategic and operational plans. 5.5.13

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5.5.14 Align sales plan and marketing plan. 5.5.14

5.5.15 Assess marketing strategies to improve return on marketing investment (ROMI). 5.5.15

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. 5.6

5.6.1 Describe the function of prices in markets. 5.6.1

5.6.2 Establish pricing objectives that support business strategy and that consider the outcome of marketing research and planning. 5.6.2

5.6.3 Select approach for setting a base price (e.g., cost, demand, competition). 5.6.3

5.6.4 Determine product's cost (e.g., breakeven, ROI, markup). 5.6.4

5.6.5 Employ pricing strategies to set prices throughout the product and customer life cycle. 5.6.5

5.6.6 Adjust prices to maximize profitability throughout the product and customer life cycle. 5.6.6

5.6.7 Develop seasonal and situational (e.g., unexpected event) pricing policies. 5.6.7

5.6.8 Evaluate pricing strategies to identify needed changes and to improve profitability thoughout the product and customer life cycle. 5.6.8

5.6.9 Compare and contrast the pricing of goods and services in business-to-business (B2B) and business-to-consumer (B2C) environments. 5.6.9

5.6.10 Compare and contrast the pricing of tangible versus the pricing of intangible products. 5.6.10

5.7 Product and Service Management: Apply the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities. 5.7

5.7.1 Describe quality assurances (e.g., guarantees, warranties, standards) used to inform customers and encourage sales. 5.7.1

5.7.2 Employ product-development processes to maintain an up-to-date product line. 5.7.2

5.7.3 Nurture product ideas through to fruition. 5.7.3

5.7.4 Determine opportunities to improve products and services (e.g., extend product lines, create niche markets, increase differentiation, close a gap in service) using marketing research insights. 5.7.4

5.7.5 Explain how financial and operational metrics (e.g., net margin, term margin, time or speed to market) impact market opportunities and the implications for product and service management. 5.7.5

5.7.6 Employ product-mix strategies to meet customer or client expectations 5.7.6

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5.7.7 Evaluate effectiveness of product-mix strategies. 5.7.7

5.7.8 Determine width and depth of assortment strategies with consideration to seasonal assortment strategies. 5.7.8

5.7.9 Develop merchandise plans (budgets) to guide selection of retail products (e.g., calculating open-to-buy, planning stock, planning reductions, planning purchases, planning gross and net margins). 5.7.9

5.7.10 Perform buying activities to obtain products for resale (determining quality to offer, what to buy or reorder, stock turnover, quantities to buy or reorder and when to buy or reorder; and setting reorder points). 5.7.10

5.7.11 Implement techniques to increase customer exposure to products. 5.7.11

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. 5.8

5.8.1 Describe the role and importance of customer voice in branding and how this voice may vary across media and channels. 5.8.1

5.8.2 Identify customer touch points and align branding strategies to ensure appropriate and consistent end-to-end communications and actions 5.8.2

5.8.3 Determine brand reputation and develop strategies to protect it. 5.8.3

5.8.4 Determine company's unique selling proposition. 5.8.4

5.8.5 Position products or services to acquire desired business image. 5.8.5

5.8.6 Distinguish between product or service branding and corporate branding. 5.8.6

5.8.7 Develop and implement strategies to build brand by creating relevant, personalized experiences for customers. 5.8.7

5.8.8 Evaluate opportunity costs associated with different branding strategies, and prioritize spending on branding efforts. 5.8.8

5.8.9 Determine and communicate brand values to customers and employees. 5.8.9

5.8.10 Assess customer experiences and evaluate consistency in delivering on brand values. 5.8.10

5.8.11 Assess product packaging to improve its function and brand recognition (e.g., packaging requirements, graphic design, adequacy). 5.8.11

5.8.12 Identify need to rebrand. 5.8.12

5.8.13 Build brand and use grassroots and co-branding strategies. 5.8.13

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. 5.9

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5.9.1 Describe the types of promotional channels used to communicate with targeted audiences (e.g., wokd-of-mouth, direct, advertising, social) and the use of public-relations activities and trade shows or expositions. 5.9.1

5.9.2 Explain types of media used in advertising (e.g., print, broadcast, digital, out-of-home, speciality, direct mail, product placement) and the types of advertisements used by those media. 5.9.2

5.9.3 Explain the use of an advertisement's components to communicate with targeted audiences. 5.9.3

5.9.4 Critique advertisements to ensure achievement of goals or objectives. 5.9.4

5.9.5 Explain considerations affecting global marketing communications. 5.9.5

5.9.6 Implement word-of-mouth strategies to build brand and to promote products using word-of-mouth strategies. 5.9.6

5.9.7 Idenitfy product-placement opportunities and use them to promote products. 5.9.7

5.9.8 Execute direct-marketing strategies to attract attention and to build brand (e.g., direct mail, online advertising, email marketing, websites, social media, podcasts and webcasts, videos and images, mobile, search-engine optimization, crowd-sourcing). 5.9.8

5.9.9 Develop and critique content for use in inbound and outbound marketing communications. 5.9.9

5.9.10 Describe design principles to be able to communicate needs to designers or creatives. 5.9.10

5.9.11 Employ publicity to inform audiences of business activities, to create goodwill, and to establish or reinforce brand (e.g., press releases, public-service announcements, press kits). 5.9.11

5.9.12 Participate in community outreach involvement that fosters a positive company image and networking 5.9.12

5.9.13 Employ sales-promotion activities to inform or remind customers of business or product (e.g., signage, slogans and taglines, brand identifiers, frequency or loyalty programs, specialty promotions, special events, trade shows or expositions, web games). 5.9.13

5.9.14 Apply display techniques to attract customers and increase sales potential (e.g., types of arrangements, display maintenance, display creation, set-up and dismantling, signage, selection of fixtures and forms, lighting, point-of-sale displays). 5.9.14

5.10 Marketing Communications Management: Plan and control marketing communications activities consistent with brand guidelines, organizational and departmental strategies, and marketing plans and budgets. 5.10

5.10.1 Identify and evaluate inbound and outbound marketing communications tactics and strategies. 5.10.1

5.10.2 Negotiate media buys and placement to enhance return on investment. 5.10.2

5.10.3 Develop and execute visual merchandising strategies to increase interest in product offerings (merchandise placement, on-floor assortments, cross-merchandising, planograms). 5.10.3

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5.10.4 Develop marketing or creative briefs to assist with acceptance, design, and implementation of promotional strategies by others (e.g., art director, copywriter, website developer) 5.10.4

5.10.5 Evaluate promotional strategies and activities, and recommend improvements. 5.10.5

5.10.6 Describe the role, organization, and fee structures of advertising agencies. 5.10.6

5.10.7 Select and collaborate with third-party vendors (e.g., advertising agencies, researchers), and evaluate their work. 5.10.7

5.10.8 Develop and implement digital strategies using responsive design. 5.10.8

5.10.9 Evalute digital strategies. 5.10.9

5.11 Selling: Determine client needs, wants, and fears and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities. 5.11

5.11.1 Describe motivational theories that can be used to enhance customer relationships and increase the likelihood of making sales. 5.11.1

5.11.2 Explain the impact of sales and buying cycles on sales activities. 5.11.2

5.11.3 Describe the impact that digital communication is having on selling. 5.11.3

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. 5.11.4

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). 5.11.5

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). 5.11.6

5.11.7 Develop and present sales proposal. 5.11.7

5.11.8 Process the sale to complete the exchange and collect payment from customer to complete sales transactions. 5.11.8

5.11.9 Conduct post-sales follow-up activities to foster ongoing relationships with customer or clients (e.g., follow-up strategies, sales reports, post-sales service client feedback, self-assessment of performance, ongoing client relationships). 5.11.9

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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). 5.11.10

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). 5.11.11

5.11.12 Staff sales force to meet customer and organizational objectives (structure of department, sales force size, sales territories) 5.11.12

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). 5.11.13

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 incentives programs, managing under-performance). 5.11.14

5.12 Marketing Operations: Apply operational policies to perform procedures and activities that ensure marketing's efficiency and effectiveness. 5.12

5.12.1 Apply marketing analysis. 5.12.1

5.12.2 Create dashboards and reports to measure marketing performance. 5.12.2

5.12.3 Document and improce marketing processes. 5.12.3

5.12.4 Measure and report marketing return on investment. 5.12.4

5.12.5 Leverage data to recommend personalized, relevant campaigns. 5.12.5

5.12.6 Develop marketing campaign workflows. 5.12.6

5.12.7 Leverage data to support real-time customization of customer interactions. 5.12.7

5.12.8 Identify and evaluate marketing data needs. 5.12.8

5.12.9 Cleanse existing market data to maintain relevancy 5.12.9

5.12.10 Determine sources of relevant, new marketing data and evaluate options to purchase or sell marketing data. 5.12.10

5.12.11 Develop processes to acquire marketing data from external sources. 5.12.11

Resource Management: Learners develop a deep understanding of the role of management in organizations and the strategies, processes, procedures, and tools needed to efficient, effective management of business information, kn tal

6.1 Management Fundamentals: Describe business management practices and their contributions to goal achievement and organizational success. 6.1

6.1.1 Distinguish between management and leaderhip, and describe the factors that influence management. 6.1.1

6.1.2 Describe decision making styles (e.g., analytical, abstract or ceonceptual, intuituve, creative, procedural or directive), and identify the factors that influence their effectiveness. 6.1.2

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. 6.1.3

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6.1.4 Explain the purposes adn anture of management functions (e.g., strategic and tactical planning, organizing, directing, staffing, controlling), and describe considerations in the business environment that impact their use. 6.1.4

6.1.5 Compare management and motivation theories, and determine apporpriate situations in which each would be used. 6.1.5

6.1.6 Explain the expectations-setting process as a motivational strategy and a management control for both upward and downward management. 6.1.6

6.1.7 Describe the nature of global management strategies. 6.1.7

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. 6.1.8

6.1.9 Describe knowledge management strategies. 6.1.9

6.1.10 Describe the need for and impact of quality management in organizations. 6.1.10

6.1.11 Explain the role of supply chain management and its contributions to business operations and identify its activities, measures, and issues. 6.1.11

6.1.12 Describe project management processes, skills, and knowledge necessary for successful project outcomes. 6.1.12

6.1.13 Contrast operational risk with other types of business risk (e.g., market risk, credit risk, strategic risk). 6.1.13

6.1.14 Identify the factors that contribute to operational risk (e.g., insufficient training, lack of supervision, inadequate security, poor system design, poor human-resources policies). 6.1.14

6.1.15 Describe the nature of organizational development and its impact on business success. 6.1.15

6.2 Information Management: Institute and evaluate information management tools, policies, procedures, and strategies to achieve business unit and organizational goals. 6.2

6.2.1 Apply information literacy skills to assess information needs, identify and evaluate information quality (e.g., sufficiency, trustworthiness, or reliability), and apply information to accomplish a task. 6.2.1

6.2.2 Manage business records to maintain needed documentation (e.g., routing orders, tracking shipments, expense reports, healthcare data, customer data, budget data, quality data, human resources data). 6.2.2

6.2.3 Monitor and audit internal records. 6.2.3

6.2.4 Identify critical artifacts requiring preservation, establish retention guidelines, and archive information according to retention systems and proce3dures and regulatory requirements. 6.2.4

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6.2.5 Select and use tools, systems, and processes to manage the preparation of documentation for teams and projects in a cost-effective manner (e.g., agendas, reports, minutes, training materials, RFPs [Requests for Proposals], process analysis charts, diagrams). 6.2.5

6.2.6 Perform scheduling functions to facilitate on -time, prompt completion of work activities (e.g., calendars, travel arrangements and itineraries, meeting arrangements and requests for audio-visual or technical support and information). 6.2.6

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

6.2.8 Conduct information technology needs assessmnet and analyze company's data requirements. 6.2.8

6.2.9 Create policies and procedures to protect data and intangibles. 6.2.9

6.2.10 Identify strategies for integrating technology into department or enterprise operations. 6.2.10

6.3 Business Applications: Apply tools, processes and procedures to manage the efficient and effective use of technology to achieve organizational goals. 6.3

6.3.1 Distinguish between primary and secondary data, and establish apporpriate storage and usage parameters for both data types. 6.3.1

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. 6.3.2

6.3.3 Implement collaborative or groupware and cloud computing applications (e.g., services application, virtual environments) to facilitate projects and business operations. 6.3.3

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, availbailityi, usability, search engine optimization) on multiple devices and platforms. 6.3.4

6.3.5 Research and incorporate visual, interactive, and social media content into business communications. 6.3.5

6.3.6 Conduct usability testing and develop strategies to enhance the usability and scalability of systems and compatibility of applications. 6.3.6

6.3.7 Maintain a multimedia website and test and post website design changes. 6.3.7

6.3.8 Establish operational performance benchmarks for websites and storefronts (e.g., maintenance and load times) that consider the impact of scalable design requirements (e.g., number of users, bandwidth and content). 6.3.8

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6.3.9 Describe the impact of service-level agreements on data processing and management. 6.3.9

6.3.10 Manage data change risks (e.g., change authorization, change documentation, spreadsheet controls, test databases, offsite backups). 6.3.10

6.3.11 Identify the information technology needs of a new business venture, project, product or service. 6.3.11

6.4 Knowledge Management: Apply systems, strategies, and practices to share, organize, store, analyze and facilitate the use of a business's insights, processes, procedures, and experiences as a strategic asset. 6.4

6.4.1 Identify and employ a taxonomy and metadata schema to organize and catalogue information. 6.4.1

6.4.2 Determine the factors that impact the scalability of knowledge management frameworks and the ability for organizations to identify, create or summarize, store, share, and pply knowledge in centralized and dispersed environments. 6.4.2

6.4.3 Select and implement offline tools and techniques to gather, document, and organize the knowledge residing with employees across the organization (e.g., relational networks, brainstorming, learning and idea capture, peer assist, learning reviews, storytelling, collaboragtive phsyical workspace, knowledge cafes, communities of practice). 6.4.3

6.4.4 Select and apply online networks and tools to disseminate knowledge and effective practices (e.g., document libraries, Wikis, blogs, social networking sites or services, knowledge clusters, expert locators, collaborative virtual workspaces, interfaces). 6.4.4

6.4.5 Describe the impact of an organization's knowledge validation and security strategy. 6.4.5

6.4.6 Use knowledge-management metrics to determine the effefctiveness of the information system. 6.4.6

6.4.7 Maintain and update knowledge management systems (e.g., incorporate new social networks, identify or create new queries, purge outdated information). 6.4.7

6.5 Human Resources Planning: Plan talent-management activities that align with organizational and human-resources strategy and provide apporpriate guidance for talent-management decision-making. 6.5

6.5.1 Explain the functions of human-resources mangement. 6.5.1

6.5.2 Describe factors that impact human-resources management (e.g., availability of qualified people, alternative staffing methods, employment laws and regulations, company policies and procedures, total rewards programs, diversity and inclusion, technology). 6.5.2

6.5.3 Describe the impact of an organization's global business strategy, structure, and culture on human-resources strategies. 6.5.3

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6.5.4 Describe ways that businesses build their employer brand and the brand's significance through human-resources management. 6.5.4

6.5.5 Decribe planning techniques used in the hiring process (e.g., succession planning, workforce planning or forecasting, staff and leadership development, sourcing, selection). 6.5.5

6.5.6 Evaluate the use of alternative staffing methods to meet organizational and departmental objectives (e.g., outsourcing, telecommuting, shared responsibilities, flexible work schedules, virtual teams, contracted workers, interns). 6.5.6

6.5.7 Develop or tailor job application forms or blanks. 6.5.7

6.5.8 Develop job descriptions, job specifications, and job profiles. 6.5.8

6.5.9 Explain assessment methods used in the hiring process and choose employement assessments to administer to job applicants based on objectives. 6.5.9

6.5.10 Develop hiring policies and employee-selection procedures. 6.5.10

6.5.11 Develop a short-term staffing plan that supports business needs and facilitates strategic placement of talent. 6.5.11

6.5.12 Compare and contrast staffing and workforce planning. 6.5.12

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. 6.6

6.6.1 Determine staffing needs and evaluate availbaility of talent. 6.6.1

6.6.2 Explain factors to consider when hiring different categories of employees (e.g., interns, independent contractors, people with disabilities, older people, non-US citizens). 6.6.2

6.6.3 Develop strategies to market the organization to potential employees. 6.6.3

6.6.4 Identify and implement legally compliant strategies to recruit and track job applicants domestically and internationally. 6.6.4

6.6.5 Write and post job announcements for job openings. 6.6.5

6.6.6 Screen and interview job applicants using culturally appropriate techniques. 6.6.6

6.6.7 Administer employment assessments (e.g., leadership and communication styles, personality or skills assessments) to evaluate character and competency. 6.6.7

6.6.8 Conduct a legally compliant investigation of applicant's background consistent with role, job and regulatory requirements and investigate potential for growth and development in the business. 6.6.8

6.6.9 Make hiring decisions and follow up with applicants in a consistent and compliant manner. 6.6.9

6.6.10 Make job offers explaining contingencies underflying the offers, and negotiate employment terms or contracts. 6.6.10

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6.6.11 Evaluate effectiveness of recruitment sources (e.g., recruiting firms, social networks) and apply staffing metrics to assess the effectiveness of hiring decisions (e.g., retention or turnover, cost-benefit analysis, costs per hire, selection rations, adverse impact). 6.6.11

6.7 Talent Onboarding and Development: Apply strategies, policies, and prcedures to orient new hires and provide growth opportunities to engage new and existing union and non-union employees in the workplace. 6.7

6.7.1 Explain standard relocation practices and expatriation and repatriation issues and practices, and assist with employee relocation and logistics. 6.7.1

6.7.2 Conduct human resources onboarding activities (e.g., employment eligibility verification [I-9 form], tax paperwork, contracts, benefit plans, policy orientation). 6.7.2

6.7.3 Orient talent to organizational culture, values, and norms using appropriate techniques (e.g., coaching or mentoring, cross-departmental networking, toolkits, training). 6.7.3

6.7.4 Determine employee and business talent-development needs (task or process analysis, gap or needs analysis). 6.7.4

6.7.5 Determine employee and business talent-development and ensure environment is appropriate for training. 6.7.5

6.7.6 Administer talent-development activities and training and coach for performance or development using talent-development theories. 6.7.6

6.7.7 Select and administer assessments to evaluate employee learning. 6.7.7

6.7.8 Conduct and document performance reviews to enhance performance and development and to protect the organization. 6.7.8

6.7.9 Apply performance improvement plans to build accountability and strengthen relationships. 6.7.9

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). 6.7.10

6.7.11 Calculate and analyze costs associated with talent-development activities. 6.7.11

6.7.12 Identify leadership-development activities appropriate to the position or level 6.7.12

6.7.13 Develop and facilitate programs, practices, and services that promote the physical and mental well-being of individuals in the workplace. 6.7.13

6.7.14 Make recommendations for succession planning and for the development of a succession and workforce program tied to leadership and staff development. 6.7.14

6.7.15 Facilitate career-development planning. 6.7.15

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Talent Rewards and Recognition: Apply strategies, processes, and procedures to administer and assess compensation and benefits plans in union and non-union

environments. 6.8

6.8.1 Describe compensation methods, their advatages and disadvantages, legal ramifications, and the impact on achievement of corporate, team, and individual goals. 6.8.1

6.8.2 Explain compensation issues associated with interns, retirees, consultants or contracts, union agreements, and fair pay. 6.8.2

6.8.3 Classify jobs (e.g., Fair Labor Standards Act [FLSA] exempt, non-exempt, Equal Employment Opportunity Commission [EEOC] occupation category) and apply salary ranges, pay grades or bands, and benefits eligibility. 6.8.3

6.8.4 Conduct legally acceptable research to determine competitiveness of compensation and benefits. 6.8.4

6.8.5 Explain total rewards strategies (e.g., benefit plans, fitness or wellness programs, retirement plans, executive compensation, alternative work practices, leave techniques, tuition reimbursement. 6.8.5

6.8.6 Evaluate impact of total rewards options (e.g., retirement plans, benefits plans, pay-for-performance, market-based pay systems) for employees and make recommendations to improve value of total rewards options. 6.8.6

6.8.7 Administer total rewards programs and strategies. 6.8.7

6.8.8 Compare company's total rewards practices with those of successful businesses to determine competitiveness of offerings. 6.8.8

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. 6.9

6.9.1 Explain the impact and cost of dissatisfied or disengaged employees and identify the factors contributing to employee satisfaction and engagement. 6.9.1

6.9.2 Recornize or reward employees for their work efforts and contributions. 6.9.2

6.9.3 Coach or mentor employees on issues to improve performance. 6.9.3

6.9.4 Implement processes to promote equitable opportunities for employees. 6.9.4

6.9.5 Address and document employee issues and recommend solutions. 6.9.5

6.9.6 Identify issues associated with a diverse team (e.g., generational, ethnic, gender, religious) to achieve organizational inclusion objectives. 6.9.6

6.9.7 Champion and leverage workplace diversity and inclusion to achieve workplace objectives. 6.9.7

6.9.8 Use community involvement as a talent acquisition, development and retention strategy (e.g., determine interest in community activities, coordinate involvement). 6.9.8

6.9.9 Assess employer-employee relationships and talent engagement strategies, resolving identified issues. 6.9.9

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6.9.10 Delegate work to others and assist with prioritizing work responsibilities. 6.9.10

6.10 Human Resource Operations: Develop, implement and evaluate the day -to-day policies, procedures, and activities that are used to ensure efficient, effective, human-resources management. 6.10

6.10.1 Develop methods to facilitate the coaching and mentoring of supervisors to assist them in implementing performance appraisals. 6.10.1

6.10.2 Process human-resource compliance paperwork and complete required reporting (e.g., workers' compensation claims, Occupational Safety and Health Administration [OSHA], documents, employment documents, fair medical leave, disability, unemployment). 6.10.2

6.10.3 Facilitate career transition of employees. 6.10.3

6.10.4 Identify and analyze the costs and benefits of implementing innovative approaches to human-resource management. 6.10.4

6.10.5 Identify performance-management systems and written performance-management procedures appropriate to organizational size and values. 6.10.5

6.10.6 Communicate policies and procedures to staff through an employee handbook and policy and procedures manual. 6.10.6

6.10.7 Establish performance improvement plans and processes. 6.10.7

6.10.8 Determine the extent and causes of employee turnover, identify corrective measures, and make recommendations to manage the issues arising from employee turnover. 6.10.8

6.10.9 Analyze and report on the cost of turnover, lost time, and ineffective employee relations. 6.10.9

6.10.10 Demonstrate human-resources management's contrinution to organizational effectiveness (e.g., human-resources management analytics) using objective evidence. 6.10.10

6.10.11 Describe talent-management issues associated with organizational changes (e.g., rightsizing, downsizing, talent reallocation, organizational restructuring or redesign). 6.10.11

6.10.12 Conduct talent-management audit (e.g., identify key persons, idenitfy at-risk employees). 6.10.12

Operations Management: Learners apply business operational principles to plan, organize, and monitor and or de da

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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. 7.1

7.1.1 Promote adherence to health and safety regulations to support a safe work environment. 7.1.1

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). 7.1.2

continued business functioning and maximize contribution to organizational goals and objectives. 7

7.1.3 Identify types of hazardous materials and describe their impact on human health and environmental resources. 7.1.3

7.1.4 Describe the requirements for the treatment, storage, and disposal of hazardous materials and evaluate the impact of hazardous material releases on organizational performance. 7.1.4

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

7.1.6 Develop policies, procedures, performance aids and monitoring activities to promote and support workplace safety and security goals. 7.1.6

7.1.7 Conduct safety inspections. 7.1.7

7.1.8 Develop and implement programs containing safety and security policies and procedures to minimize risk. 7.1.8

7.1.9 Recommend emergency response, business recovery, and incidence response plans based on available organizational and community resources. 7.1.9

7.1.10 Conduct business continuity and disaster reaction exercises. 7.1.10

7.1.11 Investigate safety and security incidents. 7.1.11

7.1.12 Evaluate the impact of third-party (e.g., supplier, contractor, foreign joint venture) workplace incidents on business reputation, brand and performance, and describe strategies to reduce risk. 7.1.12

7.1.13 Adjust emergency and incidence response plans to address hazardous materials' presence or release. 7.1.13

7.2 Sourcing and Procurement: Implement sourcing and procurement activities to obtain resources that enable achievement of organizational goals and objectives to enhance the organization's financial wellbeing. 7.2

7.2.1 Differentiate among purchasing, procurement, and sourcing. 7.2.1

7.2.2 Identify potential sources of materials or services locally, nationally, and globally and make purchases. 7.2.2

7.2.3 Evaluate the impact of using global sources. 7.2.3

7.2.4 Manage the bid or contracting process (e.g., bid specification, vendor or supplier search, bid review, selection of vendor) to achieve business goals. 7.2.4

7.2.5 Negotiate vendor contracts with suppliers (e.g., service and maintenance, supplies, system development). 7.2.5

7.2.6 Monitor and evaluate vendor performance and relationships (e.g., supplier visits, scorecards). 7.2.6

7.2.7 Determine organizational strategies (e.g., quality, availability, productivity, sustainability, supply chain management, corporate social responsibility, ethical business practices) impacting expense control options, and incorporate them into expense control plans. 7.2.7

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7.2.8 Implement expense control strategies (e.g., reduce use of supplies or services, develop budgets, review overhead or operating costs, renegotiate contracts). 7.2.8

7.2.9 Identify opportunities to incorporate operational objectives into the procurement process (e.g., supplier diversity initiatives, supply chain management goals, regulatory compliance). 7.2.9

7.2.10 Evaluate whether to make or buy products. 7.2.10

7.2.11 Assess the impact of accepting gifts on procurement decisions, business performance, and brand image. 7.2.11

7.3 Inventory Management: Plan, acquire, maintain, and monitor inventory to support the achievement of organizational goals. 7.3

7.3.1 Calculate the cost of carrying inventory. 7.3.1

7.3.2 Identify the advantages and disadvantages of Just-in-Time (JIT) inventory processes 7.3.2

7.3.3 Describe the factors considered in establishing inventory thresholds (e.g., tolerance for stock-outs, supply chain process goals). 7.3.3

7.3.4 Maintain inventory systems and controls to efficiently monitor, safeguard, and replenish inventory (e.g., JIT, Lean, FIFO, LIFO, inventory counts) based on usage levels, lead times, and forecasts. 7.3.4

7.3.5 Use demand forecasts and capacity planning strategies (e.g., lead strategy, lag strategy, match strategy). 7.3.5

7.3.6 Create a master production schedule. 7.3.6

7.3.7 Evaluate the effectiveness and efficiency of a production schedule. 7.3.7

7.3.8 Allocate and track merchandise stock by classification, department, class, vendor, and location 7.3.8

7.3.9 Implement category management processes. 7.3.9

7.3.10 Plan merchandise flow for timely delivery (e.g., turnover, lead time, peak seasons, delivery dates). 7.3.10

7.3.11 Determine shelf space allocation. 7.3.11

7.3.12 Assess distribution strategies (sales or stock performance, inventory status or performance) using performance metrics. 7.3.12

7.3.13 Conduct inventory valuation. 7.3.13

7.3.14 Determine potential inventory issues, and develop backup options to obtain needed materials and maintain operations. 7.3.14

7.3.15 Describe how inventory management principles apply to intangible services (e.g., insurance website). 7.3.15

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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 of DMAIC [i.e., Define, Measure, Analyze, Improve, and Control). 7.4

7.4.1 Describe the nature of quality and identify quality-control measures and techniques. 7.4.1

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. 7.4.2

7.4.3 Evaluate the impact of quality on internal and external brand experience, reputation, financial performance (e.g., healthcare reimbursement), procurement and sourcing options and process design. 7.4.3

7.4.4 Utilize quantitative and qualitative quality control measures and methods to evaluate prevention, appraisal, and internal and external failures (e.g.,mean time to failure, mean time to repair, training scores, scrap analysis, complaint analysis, warranty analysis). 7.4.4

7.4.5 Describe common elements and different types of documentation systems and their role in quality assurance and quality control (e.g, configuration management, quality manual, dcouemnt control). 7.4.5

7.4.6 Analyze and report quality of products and services using recognized quality standards and specifications. 7.4.6

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). 7.4.7

7.4.8 Select, apply, and interpret quality tools to manage the quality process (e.g., flowcharts, Pareto charts, cause-and-effect diagrams, check sheets, scatter diagrams, histograms). 7.4.8

7.4.9 Develop a plan for quality improvement. 7.4.9

7.5 Facilities Management: Plan, maintain, and monitor property and equipment to facilitate ongoing business activities. 7.5

7.5.1 Identify routine activities for maintaining, disposing, retiring, and replacing business facilities and equipment. 7.5.1

7.5.2 Implement a preventive maintenance program that considers workflow efficiencies and production requirements. 7.5.2

7.5.3 Monitor, evaluate, and improve maintenance program. 7.5.3

7.5.4 Identify waste-reduction opportunities to improve costs, reduce environmental impact or obtain LEED certification. 7.5.4

7.5.5 Determine opportunities to "green" the workplace. 7.5.5

7.5.6 Evaluate the feasibility of obtaining LEED certification using LEED project site factors and evaluation criteria. 7.5.6

7.5.7 Evaluate emergency preparedness. 7.5.7

7.5.8 Describe factors to consider in managing space-renovation projects. 7.5.8

7.5.9 Develop a strategy to optimize the use of a facility's space to lower operating costs (e.g., space planning). 7.5.9

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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. 7.5.10

7.6 Distribution and Logistics Management: Coordinate the movement of materials and information into an organization and the movement of finished products and services out of an organization efficiently and effectively to achieve organizational goals. 7.6

7.6.1 Explain the elements that influence the design of transportation, distribution, and logistical strategies (e.g., geographical locations, transportation costs, storage capacities, process design, regulations). 7.6.1

7.6.2 Compare and contrast the transportation systems for tangible and intangible items (e.g., natural gas, electricity, telecommunications). 7.6.2

7.6.3 Analyze the cost structure and advantages and disadvantages of different transportation modes. 7.6.3

7.6.4 Analyze the impact of warehouse size and space layout on inventory management options, materials handling, and logistical requirements. 7.6.4

7.6.5 Implement receiving and fulfillment processes to meet organizational goals. 7.6.5

7.6.6 Explain the impact of packaging on achievement of organizationl goals, and choose apporporaite packaging materials to pack products. 7.6.6

7.6.7 Develop and manage transportation plans or networks to meet customer requirements and to comply with domestic and international regulations. 7.6.7

7.6.8 Implement processes to comply with export or import licensing regulations and obtain releasees and clearances to export products. 7.6.8

7.6.9 Describe commonly used metrics for evaluating transportation efficiency and effectiveness. 7.6.9

7.6.10 Execute product tagging and coding to track the movement of goods. 7.6.10

7.6.11 Examine reverse logistics' processes and costs and describe strategies used to reduce costs. 7.6.11

7.7 Supply Chain Management: Conduct supply chain management activities to coordinate supply-chain design and operations to achieve organizational goals and objectives. 7.7

7.7.1 Discuss the relationship between economic output and a society's standard of living. 7.7.1

7.7.2 Analyze the effects of inputs and outputs on productivity levels. 7.7.2

7.7.3 Describe supply chain's impact on customer satisfaction and perceived value. 7.7.3

7.7.4 Describe supply chains and explain their integration with an influence on business activities and functions (e.g., product development, production, marketing, finance). 7.7.4

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7.7.5 Trace and track the end-to-end supply-chain network. 7.7.5

7.7.6 Measure supply chain effectiveness, efficiency, adaptability, and sustainability. 7.7.6

7.7.7 Evaluate risk factors and social economic trends affecting supply chain systems and the range of decisions availbaile to management (e.g., sustainability focus, industry self-regulatory standards, globalization). 7.7.7

7.7.8 Identify opportunities to improve supply-chain processes through service levels, quality or cost enhancements. 7.7.8

7.7.9 Implement supply-chain management strategies 7.7.9

7.7.10 Compare challenges in supply chain design and operations for national and multinational organizations. 7.7.10

7.7.11 Select strategies for improving customer and supplier relationships to support achievement of supply-chain goal. 7.7.11

7.8 Operations Risk Management: Identify and execute strategies to reduce the risk of loss from operational failures to acceptable levels. 7.8

7.8.1 Compare the costs of routine operational failures (e.g., execution errors, accidents, processing failures) with non-routine operational failures (e.g., fraud, conscious violation of professional ethics, acts of nature) 7.8.1

7.8.2 Identify foreign influences that increase the risk of routeine and on-routine operational failures in multinational corporations. 7.8.2

7.8.3 Describe the strategies for reducing the risk of routine and non-routine operational risk as staffing size and organizatioal complexity increase (e.g., automation, procedures, checklists). 7.8.3

7.8.4 Describe the factors that create a chain of trust in the tracking of physical and non-physical assets. 7.8.4

7.8.5 Identify the operational risk factors associated with new ventures or business changes (e.g., new product, market, system, process). 7.8.5

7.8.6 Develop alternative strategy for performing operational duties in a disaster situation 7.8.6

Process Management: Learners apply principles of business-process management to define, execute, visualize, analyze, measure, and improve processes to achieve organizational goals. 8

8.1 Business Process Analysis: Conduct business process analysis to identify, analyze, and solve business problems and improve process performance. 8.1

8.1.1 Explain approaches for documenting business processes that identiyf risks, controls, and performance issues. 8.1.1

8.1.2 Document the process activities, records or information and systems involved in business activities (e.g., developing new products, acquiring new customers, producing inventory for sale, selling goods and services, managing people). 8.1.2

8.1.3 Identify process requirements and performance expectations. 8.1.3

8.1.4 Identify measurements and metrics for evaluating process effectiveness and efficiency. 8.1.4

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8.1.5 Identify and select approaches for acquiring and evaluating quantitative and qualitative business-process data (e.g., observation, re-performance, surveys, data analysis). 8.1.5

8.1.6 Identify a business problem, define data needs and constraints and assumptions, and communicate the scope of a business analysis project. 8.1.6

8.1.7 Make recommendations for areas of improvement in a business process, and quantify the costs and benefits. 8.1.7

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. 8.2

8.2.1 Create databases to capture and manipulate structured data for problem-solving and business needs (e.g., reporting, compliance). 8.2.1

8.2.2 Distinguish among normal and abnormal variations, causality, and correlation in patterns. 8.2.2

8.2.3 Explain factors used to select appropriate data analysis techniques (e.g., if-then rule, similarity-driven model, equation models, linear or non-linear regressions. 8.2.3

8.2.4 Identify challenges associated with data analysis, implications on problem solving and potential solutions (e.g., if-then rule, missing data, microdata). 8.2.4

8.2.5 Explain factors used to challenge the usability of rules (e.g., support, confidence, target model performance [lift], actionable). 8.2.5

8.2.6 Describe the nature of mining unstructured data (e.g., online discussion forums, social networks, call scripts). 8.2.6

8.2.7 Evaluate data structures using data tables and field mapping. 8.2.7

8.2.8 Develop specifications that produce accurate and properly reported data. 8.2.8

8.2.9 Use statistical methods and software systems to aid in data interpretation. 8.2.9

8.2.10 Preserve, convert, or migrate existing data files and analyze data using computer programs and scripts. 8.2.10

8.2.11 Integrate data mining (analytics) into business operations (e.g., issue identification, network analytics, web analytics, fraud analytics, customer analytics, risk analytics, web analytics). 8.2.11

8.3 Project Management: Plan, manager, monitor, and control projects to improve workflow, minimize costs and achieve intended project outcomes using planning and project-management tools. 8.3

8.3.1 Compare and contrast the role and responsibilities of project sponsors, prject managers, and project tream members. 8.3.1

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8.3.2 Explain the impact of expectation setting on project outcomes. 8.3.2

8.3.3 Define project objectives, scope, outputs, and resource requirements (i.e., project charter and statement of work). 8.3.3

8.3.4 Document, sequence, allocate, and schedule activities to facilitate on-time and on-budget completion of project by qualified resources. 8.3.4

8.3.5 Manage project scope and activities as project progresses (e.g., identify scope changes, monitor critical path, update project activities). 8.3.5

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). 8.3.6

8.3.7 Monitor and communicate project status, issues, and changes to stakeholders. 8.3.7

8.3.8 Manager 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). 8.3.8

8.3.9 Close project (e.g., obtain buyer accceptance, finalize billing, archive documentation). 8.3.9

8.3.10 Evaluate project results (e.g., compare project results to expectations, conduct surveys, review lessons learned), and recommend follow up actions. 8.3.10

8.4 Contract Oversight: Administer contracts to achieve organizational goals and minimize risk. 8.4

8.4.1 Distinguish among types of contracts (e.g., oral, written, implied, transferable, nontransferable, vendor contracts, labor agreement, statement of work, master services agrement, letters of intent, memoranda of understanding). 8.4.1

8.4.2 Explain contract components and their associated risks, terms, and conditions. 8.4.2

8.4.3 Identify financial arrangements in contracts and the financial information required to verify compliance with the contract terms (e.g., cost plus pricing, contingent pricing, time and materials pricing, profit-sharing, percentage-based fees). 8.4.3

8.4.4 Identify contract erms that migh restruct future business activity (e.g., required credit rating, maximum debt-to-equity ratio, minimum cash reserve, prohibited lease transactions, shared information. 8.4.4

8.4.5 Identify contract terms that mandate reporting of financial and non-financial information and establish processes to collect and submit required information. 8.4.5

8.4.6 Develop process to monitor contract terms for compliance and to protect against breach of contract or default. 8.4.6

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8.4.7 Determine strategies to manage compliance of outsourced and hosted service providers. 8.4.7

8.4.8 Describe options available to resolve breach of contract efficiently and effectively to reduce business loss (e.g., renegotiation of terms, settlement). 8.4.8

8.4.9 Explain factors considered when evaluating acceptance of others. 8.4.9

8.4.10 Plan for terminations. 8.4.10

8.4.11 Maintain contract compliance documentation for required timeframe. 8.4.11

8.5 Financial Operations: Develop foundational skills and knowledge to execute the operational processes in financial institutions. 8.5

8.5.1 Describe lines of business (e.g., retail, commercial) and identify products and features. 8.5.1

8.5.2 Describe functions of operations departments in financial-services companies (i.e., banking, insurance, and securities operations) and explain their interdepartmental and intercompany dependencies. 8.5.2

8.5.3 Perform transaction-execution support, recording, processing, and settlement (e.g., input deposit, process check, record securities buy or sale, scan and index documents). 8.5.3

8.5.4 Manage customer accounts in accordance with policies and governmental mandates (e.g., verify information, complete required forms, report mandated information). 8.5.4

8.5.5 Explain segregation of duties controls (e.g., dual vault control). 8.5.5

8.5.6 Analyze unique physical and information security risk factors applicable to financial services. 8.5.6

8.5.7 Recommend strategies to address the unique physical and information security risk factors applicable to financial services. 8.5.7

8.5.8 Perform daily branch operating procedures (e.g., process cash deposits and withdrawals, perform currency exchanges, balance drawer). 8.5.8

8.5.9 Use techniques to underwrite loan and insurance applications. 8.5.9

8.5.10 Service loans and accounts in accordance with applicable regulations (e.g., mortgage, trust, agency). 8.5.10

8.5.11 Handle problem loans and accounts. 8.5.11

8.5.12 Investigate and process insurance claims (e.g., conduct interviews, inspect property, review medical reports, assign value, compile report). 8.5.12

8.5.13 Negotiate insurance claims 8.5.13

8.5.14 Analyze claim activity for fraud. 8.5.14

8.5.15 Calculate, record, and analyze commissions. 8.5.15

8.6 Medical Operations: Develop foundational skills and knowledge to execute the operational processes in medical offices. 8.6

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8.6.1 Register, screen, and direct patients and non-patient visitors. 8.6.1

8.6.2 Adapt patient handling apporach to address cultural needs of different patient groups (e.g., elderly, non-native English speaking). 8.6.2

8.6.3 Prepare data for a referring physician. 8.6.3

8.6.4 Recognize adn respond to medical emergencies based on protocols, standard triage procedures, and first aid and cardiopulmonary resuscitation (CPR) practices. 8.6.4

8.6.5 Conduct telephone triage procedures to obtain inforamtion required to identify urgency of needs and to direct phone calls properly 8.6.5

8.6.6 Determine the cause of denied insurance claims and recommend follow-up actions to resolve claims. 8.6.6

8.6.7 Process payments on accepted insurance claim and post adujustments and write-offs. 8.6.7

8.6.8 Initiate procedures to college remaining balances (e.g., bill patient responsibility, initiate secondary insurance claim). 8.6.8

8.6.9 Analyze and establish fee schedules and discounts. 8.6.9

8.6.10 Manage a scheduling and registration system (e.g., monitor patient flow, verify insurance coverage, confirm appointments, process referrals). 8.6.10

8.6.11 Complete and maintain the medical office credentialing process. 8.6.11

8.6.12 Prepare for on-site inspection by credentialing authority. 8.6.12

8.7 Medical Billing and Coding: Code and bill medical procedures in accordance with applicable requirements and guidelines. 8.7

8.7.1 Explain the need for standardized patient terminology in insurance coding and processing. 8.7.1

8.7.2 Identify coding conventions used to obtain standardization 8.7.2

8.7.3 Explain the health-care insurance system and factors impacgting processing and payment of insurance claims (e.g., eligibility, insurance networks, primary and secondary providers). 8.7.3

8.7.4 Identify the appropriate section of authorized resources (e.g., ICD-10-CM alphabetical index and tabular list) to locate and assign a code at the highest level of detail required for the code to be valid. 8.7.4

8.7.5 Identify condition modifiers that impact code selection (e.g., acute or chronic condition, late effects, secondary manifestations or complications, threatened condition, laterality, syndromes). 8.7.5

8.7.6 Identify diagnoses and conditions that have specific coding guidelines in addition to general guidelines (e.g., Human Immunodeficiency Virus [HIV], antibiotic resistant infections, sepsis, neoplasms, blood diseases) and evlaute factors influencing the reporting and collection of data on these diagnoses or conditions. 8.7.6

8.7.7 Code diseases for human anatomical systems (e.g., endocrine, nervous, circulatory, respirattory, digestive, musculoskeletal). 8.7.7

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8.7.8 Code obstetric and perinatal conditions and progressions. 8.7.8

8.7.9 Code external causes of injury, poisoning, and mrobidity. 8.7.9

8.7.10 Code outpatient services. 8.7.10

8.7.11 Distinguish between principal diagnosis and addtional diagnoses. 8.7.11

8.7.12 Complete required procedures and insurance forms for private insurance carriers, self-pay patients, and government-insured patients using the codeing of the International Classification of Diseases (ICD10) and Current Procedural Terminology (CPT) coding systems. 8.7.12

8.7.13 Identify required data elements and manage the conversion of patient information to electronic medical records (e.g., manage data collection, process consent forms, input, review, and edit documents). 8.7.13

Financial Analysis and Evaluation: Learners apply principles of financial and managerial accounting to accurately summarize, record, report, and analyze financial data; evaluate investment opportunities and businesses; and recommend portfolio investments. 9

9.1 Financial Principles: Apply tools, strategies, and systems to plan and monitor the use of financial resources. 9.1

9.1.1 Compare and contrast types of business, types of business ownership and the role of profit and taxes in influencing business structures. 9.1.1

9.1.2 Explain the principles of domestic and international financial exchange that influence business strategy (e.g., forms of exchange, types of currency, time value of money). 9.1.2

9.1.3 Explain the impact of tariffs, dumping, and prohibited transaction rules on the financial performance of foreign operations. 9.1.3

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). 9.1.4

9.1.5 Explain how accounting and accounging standardes impact business financial performance and distinguish between cash and accrual methods of accounting 9.1.5

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. 9.1.6

9.1.7 Interpret cost-benefit analysis and revenue analysis (e.g., total revenue, marginal revenue, output, profit). 9.1.7

9.1.8 Describe fiscal year and the factors driving businesses to select different fiscal years in different industries. 9.1.8

9.1.9 Calculate sales and financial ratios. 9.1.9

9.1.10 Forecast sales and interpret financial ratios. 9.1.10

9.1.11 Calculate insurable losses. 9.1.11

9.1.12 Review and analyze business tax returns to profile a business. 9.1.12

9.1.13 Compare and contrast financing options for domestic and international markets. 9.1.13

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9.1.14 Monitor and calculate profitability and return-on-investment (ROI). 9.1.14

9.1.15 Explain the impact of net present value and opportunity costs of capital investment decisions. 9.1.15

9.2 Corporate Investments: Implement tools and strategies to evaluate business performance for investment purposes. 9.2

9.2.1 Identify sources of and interpret securities information. 9.2.1

9.2.2 Interpret changes in equity. 9.2.2

9.2.3 Explain capital markets and corporate valuatioin models used in finance. 9.2.3

9.2.4 Compare business performance within and across industry sectors using financial analysis (e.g., ratio analysis, trend analysis, fundamental analysis). 9.2.4

9.2.5 Predict business performance using financial statements and financial analysis and describe the limitations of financial analysis. 9.2.5

9.2.6 Describe how a business's financial needs at different stages of development may impact performance and company value. 9.2.6

9.2.7 Explain how business decisions influence capital market prices (i.e., stocks and bonds) and company value. 9.2.7

9.2.8 Predict bankruptcy potential for a business. 9.2.8

9.2.9 Compare asset allocation strategies, risk profiles, and investment objectives. 9.2.9

9.3 Financial Risk Management: Implement tools and strategies to evaluate business performance for investment purposes. 9.3

9.3.1 Evaluate and forecast company performance using business ratios (e.g., liquidity ratios, efficiency ratios, debt leverage ratios, market ratios) and peer-to-peer comparisons and identify incongruent relationships for further review 9.3.1

9.3.2 Calculate internal performance measures (e.g., product-line profitability, business unit profitability, return on investments, working capital) 9.3.2

9.3.3 Calculate cash needs using the time value of money. 9.3.3

9.3.4 Analyze the impact of changes in benchmark rates on lending and borrowing costs (e.g., fed funds rate, 10-year treasury rate, London Interbank Offered Rate [LIBOR]). 9.3.4

9.3.5 Set achievable business financial goals using internal and external economic indicators. 9.3.5

9.3.6 Measure cost-effectiveness of expenditures. 9.3.6

9.3.7 Analyze transactions and accounts (e.g., purchases, sales, sales returns, and allowances) to identify manageable risks and opportunities. 9.3.7

9.3.8 Determine aspects of international corporate finance impacting company performance (e.g., transaction exposure, financing costs). 9.3.8

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9.3.9 Determine financial risk-management techniques and associated risks (e.g., derivative contracts, insurance, indemnity agreements, self-insured retentions, captives). 9.3.9

9.3.10 Describe factors influencing retirement plan administration and selection of an administratives agent. 9.3.10

9.4 Internal Controls: Establish suitable internal controls to ensure the proper recording and reporting of transactions in compliance with applicable standards. 9.4

9.4.1 Describe the impact of financial reporting and internal control regulations on control requirements (e.g., Sarbanes-Oxley Act of 2002, Dodd-Frank Wall Street Reform Act, Model Audit Rule, Government Accountability Standards). 9.4.1

9.4.2 Assess and identify the risk of errors and fraud in transactions and accounts (e.g., unusual activity, abnormal variations) 9.4.2

9.4.3 Assess the effectiveness of internal controls 9.4.3

9.4.4 Develop and implement internal control procedures (e.g., cash controls, inventory controls, payroll controls, capital asset controls, data protection, personal information controls). 9.4.4

9.4.5 Inspect and ensure the continued functioning of internal controls. 9.4.5

9.4.6 Analyze the impact of organizationl growth and complexity on the effectiveness of internal controls. 9.4.6

9.5 Financial Accounting: Track, record, and summarize financial transactions to enable accurate reporting of financial activity to external parties. 9.5

9.5.1 Describe how basic accounting principles and requirements of accounting standards setting bodies impact hte accounting and auditing process (e.g., Generally Accepted Accounting Principles [GAAP], required set of financial statements). 9.5.1

9.5.2 Explain the accounting conceps that form the basis for accounting systems that compy with GAAP (e.g., accounting cyle, accounting method, accounting equation). 9.5.2

9.5.3 Greate a GAAP compliant chart of accounts prodviding a sufficient level of detail to support other managerial objectives (e.g., cost center reporting). 9.5.3

9.5.4 Predict balance sheet changes using the accounting equation and account characteristics (e.g., debit or credit). 9.5.4

9.5.5 Classify and record standard business transactions (e.g., cash , accounts receiveable, accounts payable, inventory, plant assets) to the general ledger using journals and reconciliation rules to reduce errors. 9.5.5

9.5.6 Identify, evaluate, and determine the accounting for nonstandard transactions. 9.5.6

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9.5.7 Record adjusting entries, closing entries, and post-closing correcting and reversing entires to general ledger accournts using journals (e.g., depreciation, allowances, consolidation) 9.5.7

9.5.8 Classify asset and liability accounts into current and non-current categories. 9.5.8

9.5.9 Manage accounting processes in accordance with accounting standards and organizational policies and procedures (e.g., cash, accounts receivable, accounts payable, inventory usage valuation, payroll expenses and benefits, long-term assets, intagnible assets). 9.5.9

9.5.10 Summarize accounting data in trial balances, worksheets, and financial statements 9.5.10

9.5.11 Perform procedures to validate accuracty of accounting data, to identify errors and to make corrections (e.g., review tiral balance, reconcile cashy, proof ledgers, count inventory). 9.5.11

9.5.12 Calculate and process tax and benefit payments. 9.5.12

9.5.13 Perform automated accounting functions using available hardware and software applications. 9.5.13

9.5.14 Identify and preserve accounting information in compliance with regulations and policies. 9.5.14

9.6 Financial Reporting and Auditing: Perform specialized accounting and summarize, report, and evaluate the accuracy of a company's financial information. 9.6

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). 9.6.1

9.6.2 Determine the level and type of reporting required to achieve business objectives and comply with regulatory requirements (e.g., compilation, audit, GAAP, International Financial Reporting Standards [IFRS], Small- and Medium-Sized Entities [SME] Financial Reporting Framework, fund accounting). 9.6.2

9.6.3 Account for partnership activity and allocation of partnership profits and losses in accordance with partnership agreements. 9.6.3

9.6.4 Account for corporate equity activity (e.g., stock issuance, dividends, stock repurchases) 9.6.4

9.6.5 Account for specialized transactions (e.g, acquisitions, disposals). 9.6.5

9.6.6 Describe the elimination process to account for consolidated entitites and the purpose of consolidated financial resport. 9.6.6

9.6.7 Determine accounts and transactions requiring adjustments for local versus international accounting requirements. 9.6.7

9.6.8 Identify tax accounting differences (e.g., accelerated depreciation). 9.6.8

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9.6.9 Analyze financial statements and accounts to prepare supplemental schedules and reports that comply with reporting requirements (e.g., notes to financial statements, management discussion and analysis, sustainability disclosures, earnings per share disclosure). 9.6.9

9.6.10 Prepare and file financial reports and business tax returns. 9.6.10

9.6.11 Identify the requirements associated with planning, conducting, supervising, and reporting the results of internal and external audits in accordance with auditing and attestation standards and state regulations. 9.6.11

9.6.12 Comply with internal and external confidentiality and non-disclosure requirements. 9.6.12

9.7 Managerial Accounting: Track, report, and analyze a company's financial information to enable decision-making by internal parties. 9.7

9.7.1 Select cost accounting technique and determine processes and procedures required to effectively and efficiently implement it. 9.7.1

9.7.2 Track and allocate costs to projects and cost centers (e.g., job order cost sheets, standard cost application, overhead calculation). 9.7.2

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). 9.7.3

9.7.4 Calcuate break-even and analyze cost, volume, and proft variances (c-v-p). 9.7.4

9.7.5 Set break-even and c-v-p targets. 9.7.5

9.7.6 Apply cost and revenue data for short-term and long-term decision-making, strategic planning, and forecasting. 9.7.6

9.7.7 Project future revenues and expenses for budgeting and forecasting purposes 9.7.7

9.7.8 Interpret pro-forma financial statements (e.g., balance sheet, income statement, cash flow statement) to determine impact of a proposed action. 9.7.8

9.7.9 Develop budgeting process (e.g., top-down, bottom-up, incremental) to support business goals and objectives. 9.7.9

9.7.10 Prepare budget and forecast reports (e.g., overhead, production, operating, capital expenditure) and budgeted operating statements using preliminary budget detail. 9.7.10

9.7.11 Calculate quality costs (e.g., prevention, appraisal, failure). 9.7.11

9.7.12 Improve budgeting and forecasting accuracy. 9.7.12

Strategic Management: Learners apply principles of corporate pla pr and cash and capital

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10.1 Strategic Planning: Implement planning tools to guide an organization's or department's activities. 10.1

10.1.1 Describe the strategic planning process in an organization and the relationship between strategic planning, organizational business plans, and department plans. 10.1.1

management to manage the liquidity and solvency of an orgaqniation, define strategies, and establish tactical plans to successfully implement strategvies. 10

10.1.2 Define business mission. 10.1.2

10.1.3 Translate the business mission into departmental imperatives. 10.1.3

10.1.4 Conduct an organizational or departmental situational analysis of the internal and external environment to support developmnet of a strategic plan. 10.1.4

10.1.5 Identify and benchmark key performance indicators (e.g., dashboards, scorecards) and key risk indicators. 10.1.5

10.1.6 Develop and communicate time-bound company or departmental vision, goals, and objectives. 10.1.6

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). 10.1.7

10.1.8 Track achievement of goals and obectives using benchmarking techniques and internal information. 10.1.8

10.1.9 Determine the effectiveness of the strategic planning process. 10.1.9

10.1.10 Describe the process and structure of business planning 10.1.10

10.2 Strategic Execution: Apply the principles and concepts used to align organizational and departmental strategies with tactical execution plans. 10.2

10.2.1 Identify activities required to support the strategic goals, objectives, and plans of the organization. 10.2.1

10.2.2 Identify functions, skills, and capabilities required to execute strategy and determine whether those skills and capabilities are present or available. 10.2.2

10.2.3 Compare options for departmental structure and evaluate their ability to support plan execution (e.g., in-house or outsourced; centralized, remote, or hyubrid; cross-functional teams or specialized groups). 10.2.3

10.2.4 Describe the relationship of departmental strategies to departmental goals and objectives. 10.2.4

10.2.5 Determine departmental poicies required to support strategy. 10.2.5

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. 10.2.6

10.2.7 Determine alternative actions to take when goals are not being met (e.g., modify tactics, increase allocated resources, challenge goals, identigy exit options) 10.2.7

10.2.8 Determine factors influencing the organizational structure and strategies for foreign businesses 10.2.8

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3 Change Mangement: Adapt to, manage, and create change initiatives in an organization to accomplish organizational objectives. 10.3

10.3.1 Explain the internal and external factors that create resistance to change and describe their impact on the speed of change. 10.3.1

10.3.2 Describe the relationship among innovation, learning, and change. 10.3.2

10.3.3 Compare and contrast strategies and approaches for leading changes involving how things are done (second-order change) versus organizatinal values and culture (third-order change). 10.3.3

10.3.4 Evaluate opportunities for company or departmental changes. 10.3.4

10.3.5 Identify teh factors considered in establishing organizational development objectives to support change initiatives. 10.3.5

10.3.6 Analyze the factors include in a change-management initiative. 10.3.6

10.3.7 Explain the change-management life cycle and its relatinship with proejct management. 10.3.7

10.3.8 Measure teh success of change efforts. 10.3.8

10.4 Cash Management: Monitor and control internal and external cash flows and currencies. 10.4

10.4.1 Prepare short-term, medium-term, and long-term cash budgets to determine a company's cash requirements. 10.4.1

10.4.2 Develop strategies to meet company's cash requirements. 10.4.2

10.4.3 Determine payment and collection system structure that minimizes amount of cash required to fund daily operations and associated limitations adn requirements (e.g., National Automated Clearinghouse Associateion [NACHA]). 10.4.3

10.4.4 Identify strategies for managing the risks associated with opening, managing and closing corporate bank accounts (e.g., Payment Card Industry [PCI] compliance/Health Inurance Portability and Accountability Act [HIPAA]). 10.4.4

10.4.5 Manage the use and acceptance of credit cards 10.4.5

10.4.6 Manage extensions of credit to customers and vendors 10.4.6

10.4.7 Select strategies for making and receiving international paymesnts, loans, and investments. 10.4.7

10.4.8 Select working capital improvement strategies (i.e., receivables, payables, and inventory). 10.4.8

10.4.9 Use variance analysis to correct errors in forecasts and budgets. 10.4.9

10.5 Capital Management: Explain capital structures used to support organizational liquidity and solvency. 10.5

10.5.1 Select techniques to analyze proposed capital investments based on advantages, disadvantages, and available information (e.g., payback, net present value, internal reate of return). 10.5.1

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10.5.2 Select appropriate technique to evaluate and prioritize business project funding (e.g., discounted cash flows, marginal analysis, cost-benefit analysis). 10.5.2

10.5.3 Evaluate the impact of capital-expenditures budgets on liquidity, competitiveness, solvency, and goal-setting. 10.5.3

10.5.4 Explain the impact of mandatory cash levels, or reserves, established by legal or reygulatory requirements, as applicable, on capital plans (e.g., legal capital, loan loss reserves, net capital reserves, statutory minimum capital, surplus requirements). 10.5.4

10.5.5 Describe the requirements for using capital market securities as a source of financing. 10.5.5

10.5.6 Identify factors impacting dividend policy and evaluate dividend impact. 10.5.6

10.5.7 Select a dividend policy. 10.5.7

10.5.8 Assess the impact of capital transactions on the cost of debt, cost of equity, cost of capital, and minimum capital requirements. 10.5.8

10.5.9 Describe factors to consider in evaluating mergers and acquisitions, restructuring opportunities, and divestiture options. 10.5.9

10.5.10 Describe the factors to consider in establishing domestic and international tax strategies. 10.5.10

10.6 Product Development: Generate, screen, and develop ideas into new products and services that can be commercialized. 10.6

10.6.1 Generate ideas for new products and services using innovation skills, creative-thinking techniques, and crowdsourcing. 10.6.1

10.6.2 Develop decision-making criteria and define the decision-making process that will be sued to screen ideas for feasibility. 10.6.2

10.6.3 Research the potential costs, revenues, and profits and marketing strategy of the new product or service (i.e., conduct feasibility study). 10.6.3

10.6.4 Consider legal restrictions and requirement impacting the sale and marketing of new products and services (e.g., non-disclosure agreements, non-compete agreements, statement-of-work, master service agreements). 10.6.4

10.6.5 Determine and solicit the involvement of other business functions and resources to test product ideas and evaluate product ideas against existing portfolio and strategies 10.6.5

10.6.6 Coordinate development of prototype of proof-of-concept. 10.6.6

10.6.7 Evaluate and apply product-development sysstem to speed commercialization time while meeting other business objectives (e.g., stage-gate, synapse, agile). 10.6.7

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10.6.8 Determine resources available to advance ideas to the commercialization stage in either an intrapreneuship or entrepreneurship capacity (e.g., grants, business-development agencies and incubators, partnerships, joint ventures). 10.6.8

10.6.9 Create a business plan. 10.6.9

10.6.10 Implement the intitial steps to establish a business (e.g., select business structure, complete legal and regulatory filings, establish financial and tax accounts). 10.6.10

10.6.11 Idenitfy the purposes and the components of a business plan. 10.6.11