

Instructional Area: Business Law (BL)

Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Performance Element: Acquire foundational knowledge of business laws and regulations to understand their nature and scope.

Performance Indicators:

Comply with the spirit and intent of laws and regulations (BL:163, LAP-BL-163) (CS)

Discuss the nature of law and sources of law in the United States (BL:067) (SP)

Describe the United States' judicial system (BL:068) (SP)

Describe methods used to protect intellectual property (BL:051) (SP)

Describe legal issues affecting businesses (BL:001) (SP)

Discuss the nature and sources of international law (i.e., treaties and international customs) (BL:142) (MN)

Discuss the nature and sources of foreign law (i.e., country judicial and legislative actions) (BL:143) (MN)

Explain the impact of global legal systems on settling international business disputes (BL:144) (MN)

Performance Element: Understand the civil foundations of the legal environment of business to demonstrate knowledge of contracts.

Performance Indicators:

Identify the basic torts relating to business enterprises (BL:069) (SP)

Describe the nature of legally binding contracts (BL:002) (SP)

Performance Element: Explore the regulatory environment of United States' businesses to understand the diversity of regulations.

Performance Indicators:

Describe the nature of legal procedure (BL:070) (SP)

Discuss the nature of debtor-creditor relationships (BL:071) (SP)

Explain the nature of agency relationships (BL:072) (SP)

Discuss the nature of environmental law (BL:073) (SP)

Discuss the role of administrative law (BL:074) (SP)

Performance Element: Understand human-resources laws and regulations to facilitate business operations.

Performance Indicators:

Explain the nature of human resources regulations (BL:007) (SU)

Explain the nature of workplace regulations (including OSHA, ADA) (BL:008) (SU)

Discuss employment relationships (BL:075) (SU)

Performance Element: Apply knowledge of business ownership to establish and continue business operations.

Performance Indicators:

Explain types of business ownership (BL:003, LAP-BL-001) (CS)

Select form of business ownership (BL:006, LAP-BL-006) (ON)

Performance Element: Acquire knowledge of commerce laws and regulations to continue business operations.

Performance Indicators:

Explain the nature of import/export law (BL:145) (SP)

Describe the nature of customs regulations (BL:126) (SP)

Explain the nature of trade regulations (BL:004) (MN)

Describe the impact of anti-trust legislation (BL:076) (MN)

Performance Element: Understand tax laws and regulations to adhere to government requirements.

Performance Indicators:

Explain the nature of tax regulations on business (BL:009) (ON)

Explain the nature of businesses' reporting requirements (BL:010) (ON)

Develop strategies for legal/government compliance (BL:011) (ON)

Instructional Area: Communication Skills (CO)

Standard: Understands the concepts, strategies, and systems used to obtain and convey ideas and information

Performance Element: Read to acquire meaning from written material and to apply the information to a task.

Performance Indicators:

Identify sources that provide relevant, valid written material (CO:054) (PQ)

Extract relevant information from written materials (CO:055) (PQ)

Apply written directions to achieve tasks (CO:056) (PQ)

Analyze company resources to ascertain policies and procedures (CO:057) (CS)

Performance Element: Apply active listening skills to demonstrate understanding of what is being said.

Performance Indicators:

Explain communication techniques that support and encourage a speaker (CO:082) (PQ)

Follow oral directions (CO:119) (PQ)

Demonstrate active listening skills (CO:017, LAP-CO-017) (PQ)

Performance Element: Apply verbal skills to obtain and convey information.**Performance Indicators:**

- Explain the nature of effective verbal communications (CO:147) (PQ)
- Ask relevant questions (CO:058) (PQ)
- Interpret others' nonverbal cues (CO:059) (PQ)
- Provide legitimate responses to inquiries (CO:060) (PQ)
- Give verbal directions (CO:083) (PQ)
- Employ communication styles appropriate to target audience (CO:084) (CS)
- Defend ideas objectively (CO:061) (CS)
- Handle telephone calls in a businesslike manner (CO:114) (CS)
- Participate in group discussions (CO:053) (CS)
- Facilitate (lead) group discussions (CO:201) (SP)
- Make oral presentations (CO:025, LAP-CO-025) (SP)

Performance Element: Record information to maintain and present a report of business activity.**Performance Indicators:**

- Utilize note-taking strategies (CO:085) (CS)
- Organize information (CO:086) (CS)
- Select and use appropriate graphic aids (CO:087) (CS)

Performance Element: Write internal and external business correspondence to convey and obtain information effectively.**Performance Indicators:**

- Explain the nature of effective written communications (CO:016) (CS)
- Select and utilize appropriate formats for professional writing (CO:088) (CS)
- Edit and revise written work consistent with professional standards (CO:089) (CS)
- Write professional emails (CO:090) (CS)
- Write business letters (CO:133) (CS)
- Write informational messages (CO:039) (CS)
- Write inquiries (CO:040) (CS)
- Write persuasive messages (CO:031) (SP)
- Write executive summaries (CO:091) (SP)
- Prepare simple written reports (CO:094) (SP)
- Explain how digital communications (e.g., email, text messages, chats) exposes business to risk (CO:202) (SP)
- Adapt written correspondence to targeted audiences (CO:203) (SP)
- Use data visualization techniques (e.g., infographics, heat-maps, dynamic model outputs) (CO:204) (SP)
- Prepare complex written reports (CO:009) (MN)
- Write proposals (CO:062) (MN)

Performance Element: Use social media to communicate with a business's stakeholders.

Performance Indicators:

Describe the impact of a person's social media brand on the achievement of organizational objectives (CO:205) (CS)

Distinguish between using social media for business and personal purposes (CO:206) (CS)

Performance Element: Communicate with staff to clarify workplace objectives.

Performance Indicators:

Explain the nature of staff communication (CO:014) (CS)

Choose and use appropriate channel for workplace communication (CO:092) (CS)

Participate in a staff meeting (CO:063) (CS)

Participate in problem-solving groups (CO:067) (CS)

Provide directions for completing job tasks (CO:139) (SU)

Update employees on business and economic trends (CO:172) (SU)

Conduct a staff meeting (CO:140) (SU)

Conduct planning meetings (CO:052) (SU)

Instructional Area: Customer Relations (CR)

Standard: Understands the techniques and strategies used to foster positive, ongoing relationships with customers

Performance Element: Foster positive relationships with customers to enhance company image.

Performance Indicators:

Explain the nature of positive customer relations (CR:003, LAP-CR-003) (CS)

Demonstrate a customer-service mindset (CR:004, LAP-CR-004) (CS)

Develop rapport with customers (CR:029) (CS)

Reinforce service orientation through communication (CR:005) (CS)

Respond to customer inquiries (CR:006) (CS)

Adapt communication to the cultural and social differences among clients (CR:019) (CS)

Interpret business policies to customers/clients (CR:007) (CS)

Build and maintain relationships with customers (CR:030) (SP)

Explain management's role in customer relations (CR:008) (MN)

Performance Element: Resolve conflicts with/for customers to encourage repeat business.

Performance Indicators:

Handle difficult customers (CR:009, LAP-CR-009) (CS)

Handle customer/client complaints (CR:010, LAP-CR-010) (CS)

Performance Element: Reinforce company's image to exhibit the company's brand promise.

Performance Indicators:

Identify company's brand promise (CR:001, LAP-CR-006) (CS)

Determine ways of reinforcing the company's image through employee performance (CR:002) (CS)

Performance Element: Understand the nature of customer relationship management to show its contributions to a company.

Performance Indicators:

Discuss the nature of customer relationship management (CR:016, LAP-CR-016) (SP)

Explain the role of ethics in customer relationship management (CR:017, LAP-CR-017) (SP)

Describe the use of technology in customer relationship management (CR:018) (SP)

Instructional Area: Economics (EC)

Standard: Understands the economic principles and concepts fundamental to business operations

Performance Element: Understand fundamental economic concepts to obtain a foundation for employment in business.

Performance Indicators:

Distinguish between economic goods and services (EC:002, LAP-EC-010) (CS)

Explain the concept of economic resources (EC:003, LAP-EC-014) (CS)

Describe the concepts of economics and economic activities (EC:001, LAP-EC-006) (CS)

Determine economic utilities created by business activities (EC:004, LAP-EC-013) (CS)

Explain the principles of supply and demand (EC:005, LAP-EC-011) (CS)

Describe the functions of prices in markets (EC:006, LAP-EC-012) (CS)

Performance Element: Understand the nature of business to show its contributions to society.

Performance Indicators:

Explain the role of business in society (EC:070, LAP-EC-070) (CS)

Describe types of business activities (EC:071, LAP-EC-071) (CS)

Describe types of business models (EC:138) (SP)

Explain the organizational design of businesses (EC:103, LAP-EC-103) (SP)

Discuss the global environment in which businesses operate (EC:104, LAP-EC-104) (SP)

Describe factors that affect the business environment (EC:105, LAP-EC-105) (SP)

Explain the nature of business ethics (EC:106, LAP-EC-106) (SP)

Explain how organizations adapt to today's markets (EC:107, LAP-EC-107) (SP)

Performance Element: Understand economic systems to be able to recognize the environments in which businesses function.

Performance Indicators:

Explain the types of economic systems (EC:007, LAP-EC-017) (CS)

Identify the impact of small business/entrepreneurship on market economies (EC:065) (CS)

Explain the concept of private enterprise (EC:009, LAP-EC-015) (CS)

Identify factors affecting a business's profit (EC:010, LAP-EC-002) (CS)

Determine factors affecting business risk (EC:011, LAP-EC-003) (CS)

Explain the concept of competition (EC:012, LAP-EC-008) (CS)

Performance Element: Acquire knowledge of the impact of government on business activities to make informed economic decisions.

Performance Indicators:

Determine the relationship between government and business (EC:008, LAP-EC-016) (CS)

Describe the nature of taxes (EC:072, LAP-EC-072) (SP)

Discuss the nature of monetary policy (EC:073) (MN)

Discuss the supply and demand for money (EC:096) (MN)

Explain the role of the Federal Reserve System (EC:097) (MN)

Explain the concept of fiscal policies (EC:074) (MN)

Describe the effects of fiscal and monetary policies (EC:098) (MN)

Describe the effects of foreign fiscal and monetary policies on the domestic economy (EC:139) (MN)

Performance Element: Analyze cost/profit relationships to guide business decision-making.

Performance Indicators:

Explain the concept of productivity (EC:013, LAP-EC-018) (CS)

Analyze impact of specialization/division of labor on productivity (EC:014, LAP-EC-007) (SP)

Explain the concept of organized labor and business (EC:015, LAP-EC-005) (SP)

Explain the impact of the law of diminishing returns (EC:023, LAP-EC-031) (SP)

Describe the concept of economies of scale (EC:077) (MN)

Performance Element: Understand economic indicators to recognize economic trends and conditions.

Performance Indicators:

Discuss the measure of consumer spending as an economic indicator (EC:081) (SP)

Describe the economic impact of inflation on business (EC:083, LAP-EC-083) (SP)

Explain the concept of Gross Domestic Product (GDP) (EC:017, LAP-EC-001) (SP)

Discuss the impact of a nation's unemployment rates (EC:082, LAP-EC-082) (SP)

Explain the economic impact of interest-rate fluctuations (EC:084) (SP)

Determine the impact of business cycles on business activities (EC:018, LAP-EC-009) (SP)

Performance Element: Understand global trade's impact to aid business decision-making.

Performance Indicators:

Explain the nature of global trade (EC:016, LAP-EC-004) (SP)

Discuss the impact of globalization on business (EC:109) (SP)

Describe the determinants of exchange rates and their effects on the domestic economy (EC:100, LAP-EC-100) (SP)

Explain cultural considerations that impact global business relations (EC:110) (SP)

Discuss the impact of cultural and social environments on global trade (EC:045, LAP-EC-045) (SP)

Describe the impact of electronic communication tools (e.g., Internet, video- and computer-conferencing, webcasts, email) on global business activities (EC:111) (SP)

Explain the impact of major trade alliances on business activities (EC:112) (SP)

Describe the impact of the political environment on world trade (EC:113) (SP)

Explain the impact of geography on world trade (EC:114) (SP)

Describe the impact of a country's history on world trade (EC:115) (SP)

Explain the impact of a country's economic development on world trade (EC:116) (SP)

Discuss the impact of bribery and foreign monetary payments on business (EC:140) (SP)

Identify requirements for international business travel (e.g., passport, visa, proof of citizenship, immunizations, and sponsorship letters) (EC:141) (SP)

Explain labor issues associated with global trade (EC:101) (SU)

Discuss the potential impact of emerging economies on business activities (EC:117) (MN)

Instructional Area: Emotional Intelligence (EI)

Standard: Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others

Performance Element: Foster self-understanding to recognize the impact of personal feelings on others.

Performance Indicators:

Describe the nature of emotional intelligence (EI:001, LAP-EI-001) (PQ)

Explain the concept of self esteem (EI:016) (PQ)

Recognize and overcome personal biases and stereotypes (EI:017, LAP-EI-139) (PQ)

Assess personal strengths and weaknesses (EI:002, LAP-EI-017) (PQ)

Assess personal behavior and values (EI:126, LAP-EI-126) (PQ)

Performance Element: Develop personal traits to foster career advancement.

Performance Indicators:

Identify desirable personality traits important to business (EI:018, LAP-EI-009) (PQ)

Exhibit self-confidence (EI:023) (PQ)

Demonstrate interest and enthusiasm (EI:020) (PQ)

Demonstrate initiative (EI:024, LAP-EI-240) (PQ)

Performance Element: Apply ethics to demonstrate trustworthiness.**Performance Indicators:**

Demonstrate honesty and integrity (EI:022, LAP-EI-138) (PQ)
Demonstrate responsible behavior (EI:021, LAP-EI-021) (PQ)
Demonstrate fairness (EI:127, LAP-EI-127) (PQ)
Assess risks of personal decisions (EI:091, LAP-EI-091) (PQ)
Demonstrate ethical work habits (EI:004, LAP-EI-004) (PQ)
Take responsibility for decisions and actions (EI:075, LAP-EI-075) (PQ)
Build trust in relationships (EI:128, LAP-EI-128) (CS)
Describe the nature of ethics (EI:123, LAP-EI-123) (CS)
Explain reasons for ethical dilemmas (EI:124, LAP-EI-124) (CS)
Recognize and respond to ethical dilemmas (EI:125, LAP-EI-125) (CS)
Manage commitments in a timely manner (EI:077, LAP-EI-077) (CS)
Develop tolerance for ambiguity (EI:092, LAP-EI-092) (CS)

Performance Element: Exhibit techniques to manage emotional reactions to people and situations.**Performance Indicators:**

Exhibit a positive attitude (EI:019, LAP-EI-003) (PQ)
Demonstrate self-control (EI:025, LAP-EI-014) (PQ)
Explain the use of feedback for personal growth (EI:003, LAP-EI-015) (PQ)
Adjust to change (EI:026) (PQ)

Performance Element: Identify with others' feelings, needs, and concerns to enhance interpersonal relations.**Performance Indicators:**

Respect the privacy of others (EI:029) (PQ)
Show empathy for others (EI:030, LAP-EI-030) (PQ)
Maintain the confidentiality of others (EI:103) (CS)
Exhibit cultural sensitivity (EI:033, LAP-EI-033) (CS)
Leverage personality types in business situations (EI:104) (SP)
Adapt management style to the personality type of others (EI:105) (SU)

Performance Element: Use communication skills to foster open, honest communications.**Performance Indicators:**

Explain the nature of effective communications (EI:007, LAP-EI-140) (PQ)
Explain ethical considerations in providing information (EI:038) (SP)
Foster open, honest communication (EI:129, LAP-EI-129) (SP)
Collaborate with others (EI:130, LAP-EI-130) (SP)
Solicit feedback (EI:106) (SP)
Use social media to solicit new ideas and solutions (EI:107) (SP)

Performance Element: Use communication skills to influence others.

Performance Indicators:

- "Sell" ideas to others (EI:108, LAP-EI-108) (SP)
- Persuade others (EI:012, LAP-EI-121) (SP)
- Demonstrate negotiation skills (EI:062, LAP-EI-062) (SP)
- Offer constructive criticism (EI:080) (SU)

Performance Element: Manage stressful situations to minimize potential negative impact.

Performance Indicators:

- Use appropriate assertiveness (EI:008, LAP-EI-018) (PQ)
- Use conflict-resolution skills (EI:015, LAP-EI-007) (CS)
- Explain the nature of office politics (EI:109) (CS)
- Overcome problems and difficulties associated with office politics/turf wars (EI:095) (CS)
- Explain the nature of stress management (EI:028, LAP-EI-028) (SP)
- Manage crises in relationships (EI:110) (SU)

Performance Element: Implement teamwork techniques to accomplish goals.

Performance Indicators:

- Participate as a team member (EI:045, LAP-EI-045) (CS)
- Use consensus-building skills (EI:011, LAP-EI-019) (SP)
- Motivate team members (EI:059, LAP-EI-059) (SP)
- Encourage team building (EI:044) (SU)

Performance Element: Employ leadership skills to achieve workplace objectives.

Performance Indicators:

- Explain the concept of leadership (EI:009, LAP-EI-016) (CS)
- Explain the nature of ethical leadership (EI:131, LAP-EI-131) (CS)
- Model ethical behavior (EI:132, LAP-EI-132) (CS)
- Determine personal vision (EI:063, LAP-EI-063) (CS)
- Inspire others (EI:133, LAP-EI-133) (CS)
- Demonstrate adaptability (EI:006, LAP-EI-023) (CS)
- Develop an achievement orientation (EI:027, LAP-EI-027) (CS)
- Challenge the status quo (EI:134, LAP-EI-134) (CS)
- Lead change (EI:005, LAP-EI-022) (CS)
- Enlist others in working toward a shared vision (EI:060, LAP-EI-060) (CS)
- Coach others (EI:041, LAP-EI-041) (CS)
- Use power appropriately (EI:135, LAP-EI-135) (SP)
- Act as a role model to fulfill the organization's standards/values (EI:111) (SU)
- Recognize/Reward others for their efforts and contributions (EI:014, LAP-EI-141) (SP)

Performance Element: Manage internal and external business relationships to foster positive interactions.

Performance Indicators:

- Treat others with dignity and respect (EI:036, LAP-EI-036) (PQ)
- Foster positive working relationships (EI:037, LAP-EI-037) (CS)
- Consider conflicting viewpoints (EI:136, LAP-EI-136) (CS)
- Assess long-term value and impact of actions on others (EI:137, LAP-EI-137) (SP)
- Maintain collaborative partnerships with colleagues (EI:061) (SP)
- Explain the impact of political relationships within an organization (EI:034) (SP)
- Explain the nature of organizational culture (EI:064, LAP-EI-064) (SP)
- Interpret and adapt to a business's culture (EI:112) (SP)
- Determine stakeholder expectations (EI:113) (MN)
- Establish strategic relationships with others (EI:114) (MN)
- Share best practices with key individuals and groups (EI:115) (MN)
- Leverage business relationships (EI:116) (MN)

Instructional Area: Entrepreneurship (EN)

Standard: Understands the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture

Performance Element: Understand fundamental factors about entrepreneurship to recognize its role and importance in the economy

Performance Indicators:

- Describe the nature of entrepreneurship (EN:039) (SP)
- Explain the role requirements of entrepreneurs and owners (EN:040) (SP)
- Describe the use of business ethics in entrepreneurship (EN:044, LAP-EN-044) (SP)
- Describe small-business opportunities in international trade (EN:041) (SP)

Performance Element: Employ entrepreneurial discovery strategies to generate feasible ideas for business ventures.

Performance Indicators:

- Explain the need for entrepreneurial discovery (EN:001) (ON)
- Discuss entrepreneurial discovery processes (EN:002) (ON)
- Assess global trends and opportunities for business ventures (EN:003) (ON)
- Determine opportunities for venture creation (EN:004) (ON)
- Assess opportunities for venture creation (EN:005) (ON)
- Generate venture ideas (EN:006) (ON)
- Determine feasibility of venture ideas (EN:038, LAP-EN-038) (ON)

Performance Element: Develop concept for new business venture to evaluate its success potential.

Performance Indicators:

- Describe entrepreneurial planning considerations (EN:007) (ON)
- Explain tools used by entrepreneurs for venture planning (EN:008) (ON)
- Assess start-up requirements (EN:009) (ON)
- Assess risks associated with venture (EN:010) (ON)
- Describe external resources useful to entrepreneurs during concept development (EN:011) (ON)
- Assess the need to use external resources for concept development (EN:012) (ON)
- Select strategies to protect intellectual property (EN:013) (ON)
- Use components of business plan to define venture idea (EN:014) (ON)
- Select market-entry strategies for conducting business internationally (EN:122) (ON)

Performance Element: Determine needed resources for a new business venture to contribute to its start-up viability.

Performance Indicators:

- Describe processes used to acquire adequate financial resources for venture creation/start-up (EN:015) (ON)
- Select sources to finance venture creation/start-up (EN:016) (ON)
- Explain factors to consider in determining a venture's human-resources needs (EN:017) (ON)
- Explain considerations in making the decision to hire staff (EN:018) (ON)
- Describe considerations in selecting capital resources (EN:019) (ON)
- Identify capital resources needed for the venture (EN:020) (ON)
- Assess the costs/benefits associated with resources (EN:021) (ON)

Performance Element: Actualize new business venture to generate profit and/or meet objectives.

Performance Indicators:

- Establish banking procedures (EN:042) (ON)
- Use external resources to supplement entrepreneur's expertise (EN:022) (ON)
- Explain the complexity of business operations (EN:023) (ON)
- Establish line of credit (EN:043) (ON)
- Evaluate risk-taking opportunities (EN:024) (ON)
- Explain the need for business systems and procedures (EN:025) (ON)
- Describe the use of operating procedures (EN:026) (ON)
- Explain methods/processes for organizing workflow (EN:027) (ON)
- Develop and/or provide product/service (EN:028) (ON)
- Use creative problem-solving in business activities/decisions (EN:029) (ON)
- Explain the impact of resource productivity on venture success (EN:030) (ON)
- Create processes for ongoing opportunity recognition (EN:031) (ON)
- Develop plan to invest resources into improving current products or creating new ones (EN:032) (ON)
- Adapt to changes in business environment (EN:033) (ON)

Performance Element: Select harvesting strategies to identify entrepreneur's role in the business venture.

Performance Indicators:

Explain the need for continuation planning (EN:034) (ON)

Describe methods of venture harvesting (EN:035) (ON)

Evaluate options for continued venture involvement (EN:036) (ON)

Develop exit strategies (EN:037) (ON)

Instructional Area: Financial Analysis (FI)

Standard: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

Performance Element: Understand the fundamental principles of money needed to make financial exchanges.

Performance Indicators:

Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.) (FI:058) (PQ)

Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.) (FI:059) (PQ)

Describe functions of money (medium of exchange, unit of measure, store of value) (FI:060) (PQ)

Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.) (FI:061) (PQ)

Explain the time value of money (FI:062) (CS)

Explain the purposes and importance of credit (FI:002, LAP-FI-002) (CS)

Explain legal responsibilities associated with financial exchanges (FI:063) (CS)

Performance Element: Analyze financial needs and goals to determine financial requirements.

Performance Indicators:

Explain the need to save and invest (FI:270) (CS)

Set financial goals (FI:065) (CS)

Develop personal budget (FI:066) (CS)

Determine personal net worth (FI:562) (CS)

Performance Element: Manage personal finances to achieve financial goals.**Performance Indicators:**

Explain the nature of tax liabilities (FI:067) (PQ)

Interpret a pay stub (FI:068) (PQ)

Prepare bank account documents (e.g., checks, deposit/withdrawal slips, endorsements, etc.) (FI:560) (PQ)

Maintain financial records (FI:069) (PQ)

Read and reconcile bank statements (FI:070) (PQ)

Calculate the cost of credit (FI:782) (CS)

Demonstrate the wise use of credit (FI:071) (CS)

Validate credit history (FI:072) (CS)

Make responsible financial decisions (FI:783) (CS)

Protect against identity theft (FI:073) (CS)

Pay bills (FI:565) (CS)

Apply for a consumer loan (FI:625) (SP)

Control debt (FI:568) (CS)

Prepare personal income tax forms (FI:074) (CS)

Discuss the nature of retirement planning (FI:569) (CS)

Explain the nature of estate planning (FI:572) (CS)

Performance Element: Understand the use of financial-services providers to aid in financial-goal achievement.**Performance Indicators:**

Describe types of financial-services providers (FI:075) (CS)

Discuss considerations in selecting a financial-services provider (FI:076) (CS)

Performance Element: Use investment strategies to ensure financial well-being.**Performance Indicators:**

Explain types of investments (FI:077, LAP-FI-077) (CS)

Establish investment goals and objectives (FI:079) (MN)

Performance Element: Use risk management products to protect a business's financial well-being.**Performance Indicators:**

Describe the concept of insurance (FI:081) (CS)

Obtain insurance coverage (FI:082) (ON)

Settle insurance losses (FI:083) (ON)

Performance Element: Acquire a foundational knowledge of accounting to understand its nature and scope.

Performance Indicators:

Describe the need for financial information (FI:579, LAP-FI-579) (CS)

Explain the concept of accounting (FI:085, LAP-FI-085) (CS)

Discuss the role of ethics in accounting (FI:351, LAP-FI-351) (SP)

Explain the use of technology in accounting (FI:352) (SP)

Explain legal considerations for accounting (FI:353) (SP)

Performance Element: Implement accounting procedures to track money flow and to determine financial status.

Performance Indicators:

Describe the nature of cash flow statements (FI:091, LAP-FI-091) (SP)

Prepare cash flow statements (FI:092) (MN)

Explain the nature of balance sheets (FI:093, LAP-FI-093) (SP)

Describe the nature of income statements (FI:094, LAP-FI-094) (SP)

Performance Element: Acquire a foundational knowledge of finance to understand its nature and scope.

Performance Indicators:

Explain the role of finance in business (FI:354, LAP-FI-354) (CS)

Discuss the role of ethics in finance (FI:355, LAP-FI-355) (SP)

Explain legal considerations for finance (FI:356) (SP)

Performance Element: Implement financial skills to obtain business credit and to control its use.

Performance Indicators:

Explain the purposes and importance of obtaining business credit (FI:023) (ON)

Analyze critical banking relationships (FI:039) (ON)

Make critical decisions regarding acceptance of bank cards (FI:040) (ON)

Determine financing needed for business operations (FI:043) (ON)

Identify risks associated with obtaining business credit (FI:041) (ON)

Explain sources of financial assistance (FI:031) (ON)

Explain loan evaluation criteria used by lending institutions (FI:034) (ON)

Complete loan application package (FI:033) (ON)

Performance Element: Manage financial resources to ensure solvency.

Performance Indicators:

Describe the nature of budgets (FI:106, LAP-FI-106) (SP)

Explain the nature of operating budgets (FI:098) (SU)

Describe the nature of cost/benefit analysis (FI:357, LAP-FI-357) (MN)

Determine relationships among total revenue, marginal revenue, output, and profit (FI:358) (MN)

Develop company's/department's budget (FI:099, LAP-FI-099) (MN)

Forecast sales (FI:096) (MN)

Calculate financial ratios (FI:097) (MN)

Interpret financial statements (FI:102) (MN)

File business tax returns (FI:652) (ON)

Verify the accuracy of business financial records (FI:653) (ON)

Instructional Area: Human Resources Management (HR)

Standard: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Performance Element: Understand the role and function of human resources management to obtain a foundational knowledge of its nature and scope.

Performance Indicators:

Discuss the nature of human resources management (HR:410, LAP-HR-035) (CS)

Explain the role of ethics in human resources management (HR:411, LAP-HR-411) (SP)

Describe the use of technology in human resources management (HR:412) (SP)

Performance Element: Staff a business unit to satisfy work demands while adhering to budget constraints.

Performance Indicators:

Determine hiring needs (HR:353) (SU)

Screen job applications/résumés (HR:354) (SU)

Interview job applicants (HR:355) (SU)

Discuss employee compensation (HR:390) (SU)

Select and hire new employees (HR:356) (SU)

Conduct exit interviews (HR:357) (SU)

Dismiss/Fire employees (HR:358) (SU)

Maintain human resources records (HR:359) (SU)

Performance Element: Manage staff growth and development to increase productivity and employee satisfaction.

Performance Indicators:

- Orient new employees (HR:360) (CS)
- Orient new employees (management's role) (HR:361) (SU)
- Explain the role of training and human resources development (HR:362) (SU)
- Explain the nature of management/supervisory training (HR:363) (SU)
- Explain the nature of leadership in organizations (HR:493, LAP-HR-493) (SU)
- Describe ways that businesses build positive employer-employee relationships (HR:449) (SU)
- Foster employee engagement and commitment (HR:513) (SU)
- Coach employees (HR:364) (SU)
- Recognize/Reward employees (HR:365) (SU)
- Maintain ongoing discussion of issues related to compensation (HR:391) (SU)
- Train staff (HR:392) (SU)
- Supervise staff (HR:393) (SU)
- Involve staff in company activities (HR:405) (SU)
- Foster “right” environment for employees (HR:403) (SU)
- Assess employee performance (HR:368) (SU)
- Ensure equitable opportunities for employees (HR:367) (SU)
- Assess team performance (HR:494) (SU)

Performance Element: Implement organizational skills to facilitate others' work efforts.

Performance Indicators:

- Assist employees with prioritizing work responsibilities (HR:385) (SU)
- Delegate work to others (HR:386) (SU)
- Coordinate efforts of cross-functional teams to achieve project/company goals (HR:387) (SU)
- Manage collaborative efforts (HR:388) (SU)
- Harmonize tasks, projects, and employees in the context of business priorities (HR:389) (SU)
- Coordinate human, capital, and fiscal resources to meet business priorities (HR:508) (MN)

Performance Element: Resolve staff issues/problems to enhance productivity and improve employee relationships.

Performance Indicators:

- Handle employee complaints and grievances (HR:366) (SU)
- Explain issues associated with the payroll process (HR:394) (SU)
- Explain the nature of remedial action (HR:369) (SU)

Instructional Area: Marketing (MK)

Standard: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

Performance Element: Understand marketing's role and function in business to facilitate economic exchanges with customers.

Performance Indicators:

Explain marketing and its importance in a global economy (MK:001, LAP-MK-004) (CS)

Describe marketing functions and related activities (MK:002, LAP-MK-001) (CS)

Performance Element: Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.

Performance Indicators:

Explain factors that influence customer/client/business buying behavior (MK:014, LAP-MK-014) (SP)

Discuss actions employees can take to achieve the company's desired results (MK:015, LAP-MK-015) (SP)

Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.) (MK:019, LAP-MK-019) (SP)

Instructional Area: Information Management (NF)

Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

Performance Element: Use information literacy skills to increase workplace efficiency and effectiveness.

Performance Indicators:

Assess information needs (NF:077) (CS)

Obtain needed information efficiently (NF:078) (CS)

Evaluate quality and source of information (NF:079) (CS)

Draw conclusions based on information analysis (NF:278) (CS)

Apply information to accomplish a task (NF:080) (CS)

Store information for future use (NF:081) (CS)

Performance Element: Acquire a foundational knowledge of information management to understand its nature and scope.

Performance Indicators:

Discuss the nature of information management (NF:110, LAP-NF-110) (CS)

Explain the role of ethics in information management (NF:111) (SP)

Explain legal issues associated with information management (NF:076) (SP)

Performance Element: Utilize information-technology tools to manage and perform work responsibilities.

Performance Indicators:

- Identify ways that technology impacts business (NF:003, LAP-NF-004) (PQ)
- Explain the role of information systems (NF:083) (PQ)
- Discuss principles of computer systems (NF:084) (PQ)
- Use basic operating systems (NF:085) (PQ)
- Describe the scope of the Internet (NF:086) (PQ)
- Demonstrate basic e-mail functions (NF:004) (PQ)
- Demonstrate personal information management/productivity applications (NF:005) (PQ)
- Demonstrate basic web-search skills (NF:006) (PQ)
- Demonstrate basic word processing skills (NF:007) (PQ)
- Demonstrate basic presentation applications (NF:008) (PQ)
- Demonstrate basic database applications (NF:009) (PQ)
- Demonstrate basic spreadsheet applications (NF:010) (PQ)
- Use an integrated business software application package (NF:088) (CS)
- Demonstrate collaborative/groupware applications (NF:011) (CS)
- Create and post basic web page (NF:042) (CS)
- Collaborate on and aggregate complex internal documents to create a common voice (NF:215) (SP)
- Establish specifications for selecting hardware/software systems (NF:091) (MN)
- Determine venture's information technology needs (NF:012) (MN)

Performance Element: Maintain business records to facilitate business operations.

Performance Indicators:

- Describe the nature of business records (NF:001, LAP-NF-001) (SP)
- Maintain customer records (NF:002) (SP)

Performance Element: Acquire information to guide business decision-making.

Performance Indicators:

- Describe current business trends (NF:013) (SP)
- Monitor internal records for business information (NF:014) (SP)
- Conduct an environmental scan to obtain business information (NF:015, LAP-NF-015) (SP)
- Interpret statistical findings (NF:093) (SP)
- Translate research findings into actionable business recommendations (NF:216) (SP)

Performance Element: Create and access databases to acquire information for business decision-making.

Performance Indicators:

- Explain the principles of data analysis (NF:139) (SP)
- Explain the nature of tools that can be used to access information in the database system (NF:140) (SP)
- Access information in the database system (NF:141) (SP)

Performance Element: Apply data mining methods to acquire pertinent information for business decision-making.

Performance Indicators:

Discuss the nature of data mining (NF:148) (CS)

Describe data mining tools and techniques (NF:149) (SP)

Discuss the importance of ethics in data mining (NF:150) (SP)

Demonstrate basic data mining techniques (NF:151) (SP)

Interpret data mining findings (NF:152) (SP)

Instructional Area: Operations (OP)

Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

Performance Element: Understand operation's role and function in business to value its contribution to a company.

Performance Indicators:

Explain the nature of operations (OP:189, LAP-OP-189) (CS)

Discuss the role of ethics in operations (OP:190, LAP-OP-190) (SP)

Describe the use of technology in operations (OP:191) (SP)

Performance Element: Adhere to health and safety regulations to support a safe work environment.

Performance Indicators:

Describe health and safety regulations in business (OP:004) (PQ)

Report noncompliance with business health and safety regulations (OP:005) (PQ)

Performance Element: Implement safety procedures to minimize loss.

Performance Indicators:

Follow instructions for use of equipment, tools, and machinery (OP:006) (PQ)

Follow safety precautions (OP:007) (PQ)

Maintain a safe work environment (OP:008) (CS)

Explain procedures for handling accidents (OP:009) (CS)

Handle and report emergency situations (OP:010) (CS)

Performance Element: Determine needed safety policies/procedures to protect employees.

Performance Indicators:

Identify potential safety issues (OP:151) (MN)

Establish safety policies and procedures (OP:012) (MN)

Performance Element: Implement security policies/procedures to minimize chance for loss.

Performance Indicators:

Explain routine security precautions (OP:013) (CS)

Follow established security procedures/policies (OP:152) (CS)

Protect company information and intangibles (OP:153) (CS)

Performance Element: Comply with security rules, regulations, and codes (e.g., property, privacy, access, confidentiality) to protect customer and company information, reputation, and image.

Performance Indicators:

Explain information privacy, security, and confidentiality considerations in business (OP:441) (CS)

Maintain data security (OP:064) (CS)

Performance Element: Develop policies/procedures to protect workplace security.

Performance Indicators:

Identify potential security issues (OP:154) (MN)

Establish policies to protect company information and intangibles (OP:155) (MN)

Establish policies to maintain a non-hostile work environment (OP:156) (SU)

Establish policies and procedures to maintain physical security of the work environment (OP:157) (MN)

Performance Element: Acquire a foundational knowledge of project management to understand its nature and scope.

Performance Indicators:

Explain the nature of project management (OP:158, LAP-OP-158) (SP)

Describe the role of ethics in project management (OP:675, LAP-OP-675) (SP)

Performance Element: Utilize project management skills to improve workflow and minimize costs.

Performance Indicators:

Plan project (OP:519, LAP-OP-519) (CS)

Monitor projects and take corrective actions (OP:520, LAP-OP-520) (CS)

Evaluate project success (OP:521, LAP-OP-521) (CS)

Identify resources needed for project (OP:003, LAP-OP-531) (SP)

Develop project plan (OP:001, LAP-OP-001) (SP)

Apply project-management tools to monitor and communicate project progress (OP:002) (SP)

Evaluate project results (OP:159) (SP)

Performance Element: Implement purchasing activities to obtain business supplies, equipment, resources, and services.

Performance Indicators:

Explain the nature and scope of purchasing (OP:015, LAP-OP-002) (CS)
Place orders/reorders (OP:016) (CS)
Maintain inventory of supplies (OP:031) (CS)
Discuss the importance of utilizing ethical purchasing methods (OP:246) (SP)
Explain the impact of the purchasing process on productivity (OP:247) (SP)
Manage the bid process in purchasing (OP:160) (SP)
Select vendors (OP:161) (SP)
Evaluate vendor performance (OP:162) (SP)
Establish bid specifications (OP:243) (MN)

Performance Element: Understand production's role and function in business to recognize its need in an organization.

Performance Indicators:

Explain the concept of production (OP:017, LAP-OP-017) (CS)

Performance Element: Implement quality-control processes to minimize errors and to expedite workflow.

Performance Indicators:

Identify quality-control measures (OP:163, LAP-OP-008) (SP)
Utilize quality control methods at work (OP:164) (SP)
Describe crucial elements of a quality culture (OP:019) (SP)
Resolve problems with suppliers' quality issues (OP:652) (SP)
Describe the role of management in the achievement of quality (OP:020) (MN)
Establish efficient operating systems (OP:022) (MN)

Performance Element: Implement expense-control strategies to enhance a business's financial wellbeing.

Performance Indicators:

Explain the nature of overhead/operating costs (OP:024, LAP-OP-009) (SP)
Explain employee's role in expense control (OP:025, LAP-OP-025) (SP)
Control use of supplies (OP:026) (SU)
Conduct breakeven analysis (OP:192) (MN)
Negotiate service and maintenance contracts (OP:027) (MN)
Negotiate lease or purchase of facility (OP:028) (MN)
Develop expense control plans (OP:029) (MN)
Use budgets to control operations (OP:030) (MN)

Performance Element: Implement organizational skills to improve efficiency and work flow.

Performance Indicators:

Organize and prioritize work (OP:228) (CS)

Coordinate work with that of team members (OP:230) (CS)

Coordinate activities with those of other departments (OP:196) (SP)

Performance Element: Maintain work flow to enhance productivity.

Performance Indicators:

Monitor and ensure completion of delegated tasks (OP:354) (SP)

Streamline work processes (OP:355) (SP)

Performance Element: Maintain property and equipment to facilitate ongoing business activities.

Performance Indicators:

Comply with policies and procedures for use of property and equipment (OP:442) (CS)

Performance Element: Understand supply chain management role to recognize its need in business.

Performance Indicators:

Explain the concept of supply chain (OP:443) (CS)

Explain the benefits of supply chain collaboration (OP:444) (SP)

Instructional Area: Professional Development (PD)

Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

Performance Element: Acquire self-development skills to enhance relationships and improve efficiency in the work environment.

Performance Indicators:

Maintain appropriate personal appearance (PD:002, LAP-PD-002) (PQ)

Demonstrate systematic behavior (PD:009) (PQ)

Set personal goals (PD:018, LAP-PD-016) (CS)

Balance personal and professional responsibilities (PD:179) (SP)

Performance Element: Understand and follow company rules and regulations to maintain employment.

Performance Indicators:

Adhere to company protocols and policies (PD:250, LAP-PD-250) (CS)

Follow rules of conduct (PD:251, LAP-PD-251) (CS)

Follow chain of command (PD:252, LAP-PD-252) (CS)

Performance Element: Achieve organizational goals to contribute to company growth.

Performance Indicators:

Determine the nature of organizational goals (PD:254) (SP)

Ascertain employee's role in meeting organizational goals (PD:255) (SP)

Establish performance standards to meet organizational goals (PD:256) (MN)

Monitor progress in achieving organizational goals (PD:257) (MN)

Performance Element: Utilize critical-thinking skills to determine best options/outcomes.

Performance Indicators:

Explain the need for innovation skills (PD:126, LAP-PD-126) (CS)

Make decisions (PD:017, LAP-PD-017) (CS)

Demonstrate problem-solving skills (PD:077, LAP-PD-077) (CS)

Demonstrate appropriate creativity (PD:012, LAP-PD-012) (SP)

Use time-management skills (PD:019, LAP-PD-001) (SP)

Performance Element: Participate in career planning to enhance job-success potential.

Performance Indicators:

Assess personal interests and skills needed for success in business (PD:013) (PQ)

Analyze employer expectations in the business environment (PD:020) (PQ)

Explain the rights of workers (PD:021) (PQ)

Identify sources of career information (PD:022) (CS)

Identify tentative occupational interest (PD:023) (CS)

Explain employment opportunities in business (PD:025, LAP-PD-025) (CS)

Explain career opportunities in entrepreneurship (PD:066, LAP-PD-066) (CS)

Performance Element: Implement job-seeking skills to obtain employment.

Performance Indicators:

Utilize job-search strategies (PD:026) (PQ)

Complete a job application (PD:027) (PQ)

Interview for a job (PD:028) (PQ)

Write a follow-up letter after job interviews (PD:029) (CS)

Write a letter of application (PD:030) (CS)

Prepare a résumé (PD:031) (CS)

Use networking techniques to identify employment opportunities (PD:037) (SP)

Performance Element: Utilize career-advancement activities to enhance professional development.

Performance Indicators:

Describe techniques for obtaining work experience (e.g., volunteer activities, internships) (PD:032) (PQ)

Explain the need for ongoing education as a worker (PD:033) (PQ)

Explain possible advancement patterns for jobs (PD:034) (PQ)

Identify skills needed to enhance career progression (PD:035) (SP)

Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (PD:036) (SP)

Instructional Area: Strategic Management (SM)

Standard: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department

Performance Element: Recognize management's role to understand its contribution to business success.

Performance Indicators:

Explain the concept of management (SM:001, LAP-SM-001) (CS)

Explain factors that affect management (SM:100) (SP)

Explain the nature of managerial ethics (SM:002) (MN)

Discuss the nature of balanced scorecards (SM:078) (MN)

Performance Element: Utilize planning tools to guide organization's/department's activities.

Performance Indicators:

Explain the nature of business plans (SM:007, LAP-SM-007) (MN)

Develop company goals/objectives (SM:008) (ON)

Define business mission (SM:009) (ON)

Conduct an organizational SWOT (SM:010) (ON)

Explain external planning considerations (SM:011) (MN)

Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.) (SM:027) (MN)

Develop action plans (SM:012) (ON)

Develop business plan (SM:013, LAP-SM-013) (ON)

Performance Element: Control an organization's/department's activities to encourage growth and development.

Performance Indicators:

Select and apply metrics for measuring organizational success (SM:074) (MN)

Analyze operating results in relation to budget/industry (SM:005) (MN)

Track performance of business plan (SM:006) (MN)

Determine alternative actions to take when goals are not being met (SM:043) (MN)

Evaluate opportunities for potential company changes (SM:044) (MN)

Performance Element: Identify potential business threats and opportunities to protect a business's financial well-being.

Performance Indicators:

Explain the nature of risk management (SM:075, LAP-SM-075) (SP)

Conduct a risk assessment of an event (SM:076) (SP)

Identify speculative business risks (SM:077) (MN)