

CROSSWALKS OF FBLA COMPETITIVE EVENTS & MBA RESEARCH PERFORMANCE INDICATORS

MBA Research LAP Modules

Learning Activity Packages (LAPs) are available to learn more about select performance indicators as noted in these crosswalks. All LAPs can be accessed through MBA Research's online Learning Center. For more information about the Learning Center or to get individual LAPs, go to our [website](#).



MBA *Research*
& Curriculum Center



FBLA

Future Business Leaders of America

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At the present time, only the FBLA competitive events listed above have been crosswalked and aligned to MBA Research performance indicators and LAPs. Crosswalks NOT currently available include the following:

High School

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • Agribusiness • American Enterprise Project • Broadcast Journalism • Business Plan • Client Service • Coding & Programming • Community Service Project • Computer Applications • Computer Game & Simulation Programming • Computer Problem Solving • Cyber Security • Data Analysis | <ul style="list-style-type: none"> • Database Design & Applications • Digital Animation • Digital Video Production • Electronic Career Portfolio • Financial Statement Analysis • Future Business Educator • Future Business Leader • Graphic Design • Healthcare Administration • Help Desk • Impromptu Speaking • Introduction to Business Presentation | <ul style="list-style-type: none"> • Introduction to FBLA • Introduction to Information Technology • Introduction to Parliamentary Procedure • Introduction to Programming • Introduction to Public Speaking • Introduction to Social Media Strategy • Job Interview • Journalism • Local Chapter Annual Business Report |
|---|---|---|

- Management Information Systems
- Mobile Application Development
- Network Design
- Networking Infrastructures
- Parliamentary Procedure
- Partnership with Business Project

- Public Policy & Advocacy
- Public Service Announcement
- Public Speaking
- Sales Presentation
- Social Media Strategies
- Spreadsheet Applications

- UX Design
- Visual Design
- Website Coding & Development
- Website Design
- Word Processing

Middle School

- Annual Chapter Activities Presentation
- Business Etiquette
- Career Research
- Community Service Presentation
- Critical Thinking
- Digital Citizenship

- Elevator Speech
- Exploring Business Issues
- Exploring Computer Science
- Exploring Technology
- FBLA Concepts
- FBLA Mission & Pledge

- Learning Strategies
- Marketing Mix Challenge
- Multimedia & Website Development
- Running an Effective Meeting
- Video Game Challenge

Collegiate

- Accounting Case Competition
- Business Case Competition
- Business Communication
- Business Ethics
- Business Presentation
- Community Service Project
- Computer Applications
- Emerging Business Issues
- Entrepreneurship Pitch Competition
- Finance Case Competition
- Foundations of Accounting
- Foundations of Communication
- Foundations of Computer Science
- Foundations of Economics

- Foundations of Entrepreneurship
- Foundations of Finance
- Foundations of Hospitality Management
- Foundations of Management
- Foundations of Marketing
- Foundations of Selling
- Foundations of Technology
- Future Business Educator
- Future Business Executive
- Hospitality Management Case Competition
- Impromptu Speaking
- Job Interview
- Management Case Competition

- Marketing, Sales, and Communication Case Competition
- Organizational Behavior and Leadership
- Parliamentary Procedure
- Project Management
- Public Speaking
- Retail Management
- Sports Management and Marketing
- State of Chapter Presentation
- Technology & Computer Science Case Competition

FBLA HS: Accounting 1

Competency A: Journalizing	MBA Research Performance Indicators	LAPs
Tasks		
1. Prepare a multi-column journal for recording data.	FI:407 Explain the nature of special journals (CS) FI:381 Journalize business transactions (CS)	
2. Record transactions such as accounts receivables and accounts payables in appropriate journals.	FI:381 Journalize business transactions (CS)	
3. Journalize or record business transactions in a journal (e.g., cash receipts, cash payments, purchases, sales, and general).	FI:381 Journalize business transactions (CS)	
4. Journalize adjusting and closing entries for a business.	FI:384 Journalize and post adjusting entries (CS) FI:385 Journalize and post closing entries (CS)	
5. Prove and rule journals.		
Competency B: Account Classification	MBA Research Performance Indicators	LAPs
Tasks		
1. Evaluate assets and liabilities to determine their function in an accounting system.	FI:378 Demonstrate the effects of transactions on the accounting equation (CS)	
2. Identify asset accounts.	FI:378 Demonstrate the effects of transactions on the accounting equation (CS) FI:379 Prepare a chart of accounts (CS)	
3. Identify liability accounts.	FI:378 Demonstrate the effects of transactions on the accounting equation (CS) FI:379 Prepare a chart of accounts (CS)	
4. Identify capital or owner's equity accounts.	FI:378 Demonstrate the effects of transactions on the accounting equation (CS) FI:379 Prepare a chart of accounts (CS)	

FBLA HS: Accounting 1

5. Create a chart of accounts to reflect business needs and update as needed.	FI:379 Prepare a chart of accounts (CS)	
6. Differentiate fixed assets, intangible assets, and current assets.	FI:379 Prepare a chart of accounts (CS)	
7. Differentiate between current and long-term liabilities.	FI:379 Prepare a chart of accounts (CS)	
Competency C: Terminology, Concepts, and Practices	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify the steps in the accounting cycle.	FI:342 Discuss the nature of the accounting cycle (CS)	
2. Identify and apply the accounting equation.	FI:378 Demonstrate the effects of transactions on the accounting equation (CS)	
3. Maintain knowledge of current financial laws, regulations, and policies to ensure compliance in financial practices.	FI:353 Explain legal considerations for accounting (SP) BL:133 Discuss legal considerations in the finance industry (SP) BL:148 Discuss the nature and scope of compliance in the finance industry (SP)	
4. Identify resources to provide information on financial laws, regulations, and policies.		
5. Describe the different types of financial statements; explain their purpose and compare the difference.	FI:091 Describe the nature of cash flow statements (SP) FI:093 Explain the nature of balance sheets (SP) FI:094 Describe the nature of income statements (SP) FI:630 Explain the nature of statements of changes in equity (SP)	LAP-FI-091 Count the Cash (Cash Flow Statements) LAP-FI-093 The Right Balance (The Nature of Balance Sheets) LAP-FI-094 Watch Your Bottom Line (Income Statements)

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6. Define general accounting terms such as asset, liability, accounts payable, capital, income, expense, etc.	FI:378 Demonstrate the effects of transactions on the accounting equation (CS)	
7. Define double entry accounting, debits, and credits.	FI:378 Demonstrate the effects of transactions on the accounting equation (CS)	
8. Describe the purpose of accounting and the role it plays in our economy.	FI:085 Explain the concept of accounting (CS)	LAP-FI-085 Show Me the Money (Nature of Accounting)
9. Describe the purpose of the GAAP.	PD:158 Explain the nature of accounting standards (CS)	
Competency D: Income Statement	MBA Research Performance Indicators	LAPs
Tasks		
1. Apply income statement equation to determine revenue and expenses.	FI:149 Prepare income statements (MN)	
2. Prepare an income statement that reports the results of operations for any entity.	FI:149 Prepare income statements (MN)	
3. Interpret the information on an income statement.	FI:102 Interpret financial statements (MN)	
Competency E: Posting	MBA Research Performance Indicators	LAPs
Tasks		
1. Post from journals to a general ledger.	FI:382 Post journal entries to general ledger accounts (CS)	
2. Post from journals to a subsidiary ledger.		
3. Record the posting in the journal and ledger reference columns.		
4. Balance and verify the ledger accounts.		
5. Prepare a trial balance.	FI:383 Prepare a trial balance (CS)	

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6. Post adjusting and closing entries.	FI:384 Journalize and post adjusting entries (CS) FI:385 Journalize and post closing entries (CS)	
7. Prepare schedules for subsidiary ledgers.		
Competency F: Balance Sheet	MBA Research Performance Indicators	LAPs
Tasks		
1. Classify account titles into assets, liabilities, and owners equity for balance sheet.	FI:393 Prepare balance sheets (MN)	
2. Prepare a balance sheet that reports the financial condition of the entity.	FI:393 Prepare balance sheets (MN)	
3. Interpret the information found on a balance sheet.	FI:102 Interpret financial statements (MN)	
Competency G: Worksheet	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify information needed in preparation of a worksheet.	FI:387 Prepare worksheets (SP)	
2. Record adjustments on the worksheet.	FI:387 Prepare worksheets (SP)	
3. Prepare trial balance, income statement, and balance sheet sections of the worksheet.	FI:387 Prepare worksheets (SP)	
Competency H: Bank Reconciliation	MBA Research Performance Indicators	LAPs
Tasks		
1. Maintain a check register.	FI:069 Maintain financial records (PQ)	
2. Compare checkbook to bank statement.	FI:070 Balance a bank account (PQ)	
3. Identify inequalities and make adjusting entry.	FI:070 Balance a bank account (PQ)	
4. Prepare a bank reconciliation statement.	FI:070 Balance a bank account (PQ)	
5. Journalize banking transaction.	FI:384 Journalize and post adjusting entries (CS)	

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Competency I: Payroll	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify methods used to determine gross earnings (e.g., piece-rate, hourly, commission).	FI:438 Calculate employee earnings (SP)	
2. Explain the purposes of withholdings and other deductions.	FI:638 Explain the nature of payroll expenses (e.g., Social Security tax, Medicare tax, FUTA, SUTA, workers' compensation, etc.) (CS)	
3. Verify time and wage documents (e.g., time cards, etc.).		
4. Compute employee gross earnings, deductions, and net pay.	FI:438 Calculate employee earnings (SP) FI:442 Calculate payroll taxes (SP)	
5. Maintain employee earnings record.	FI:134 Maintain employee earnings records (e.g., timecards, time sheets, etc.) (CS)	
6. Journalize payroll transactions.	FI:686 Account for payroll transactions (e.g., earnings, taxes, benefits, other deductions) (SP)	
7. Record payroll earnings and deductions in a payroll register.	FI:686 Account for payroll transactions (e.g., earnings, taxes, benefits, other deductions) (SP)	
8. Prepare payroll checks and vouchers.	FI:687 Process payroll payments and remittances (e.g., employees, benefits, taxes) (SP)	
9. Complete federal and state employment forms such as W-4, W-2, quarterly reports, and unemployment tax forms.	FI:443 Prepare federal, state, and local payroll tax returns and reports (SP)	

FBLA HS: Accounting 1

Competency J: Types of Ownership	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify types of business organizations and functions.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
2. Identify business reporting and information flow required for types of ownership.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
3. Explain the characteristics associated with corporations.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
4. Define the advantages and disadvantages of corporations.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
5. Explain the characteristics of partnerships.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
6. Define the advantages and disadvantages of partnerships.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
7. Explain the characteristics of sole proprietorships.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
8. Define the advantages and disadvantages of sole proprietorships.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
9. Compare the accounting implications for different types of business ownership.		

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Competency K: Depreciation	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify the appropriate method for calculating depreciation.	FI:691 Account for long-term assets (e.g., record acquisition, record depreciation/amortization, record disposal) (SP)	
2. Determine depreciation using straight-line, units of production, double-declining balance, and sum of the years' digits.	FI:691 Account for long-term assets (e.g., record acquisition, record depreciation/amortization, record disposal) (SP)	
3. Maintain records for depreciation of plant assets.	FI:691 Account for long-term assets (e.g., record acquisition, record depreciation/amortization, record disposal) (SP)	
4. Journalize and post depreciation on plant assets.	FI:691 Account for long-term assets (e.g., record acquisition, record depreciation/amortization, record disposal) (SP)	
Competency L: Manual and Computerized Systems	MBA Research Performance Indicators	LAPs
Tasks		
1. Operate appropriate financial software to generate useable data.	NF:225 Use accounting applications and systems (CS)	
2. Operate electronic spreadsheet software to create formulas and reports.	NF:010 Demonstrate basic spreadsheet applications (PQ)	
3. Adapt accounting and recordkeeping functions to current computerized systems.	NF:133 Integrate technology into accounting (SP)	
4. Use a spreadsheet to prepare payroll, create worksheets, and other reports.	NF:225 Use accounting applications and systems (CS)	
5. Enter appropriate data and print checks to process payroll.	NF:225 Use accounting applications and systems (CS)	
6. Identify and review financial management software packages that meet company needs.	NF:133 Integrate technology into accounting (SP)	

FBLA HS: Accounting 1

Competency M: Ethics	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify confidentiality concepts and policies.	FI: 351 Discuss the role of ethics in accounting (SP)	LAP-FI-351 With Due Care (The Role of Ethics in Accounting)
2. Identify characteristics of professional conduct.	FI: 351 Discuss the role of ethics in accounting (SP)	LAP-FI-351 With Due Care (The Role of Ethics in Accounting)
3. Identify and practice good ethical behavior.	EI:132 Model ethical behavior (CS)	LAP-EI-132 Practice What You Preach (Modeling Ethical Behavior)
4. Differentiate between good and poor business ethics.	EC:106 Explain the nature of business ethics (SP)	LAP-EC-106 On the Up and Up (Business Ethics)
5. Adhere to established company rules, regulations, and policies.	PD:251 Follow rules of conduct (CS)	LAP-PD-251 Know the Code (Following Rules of Conduct)
6. Identify issues and trends affecting computers and information privacy.	OP:441 Explain information privacy, security, and confidentiality considerations in business (CS)	
7. Implement security measures to minimize loss and to create trust (e.g., maintain data security, develop strategies to protect data, etc.).	OP:064 Maintain data security (CS) OP:155 Establish policies to protect company information and intangibles (MN)	

FBLA HS: Accounting 2

Competency A: Financial Statements	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe the different types of financial statements; explain their purpose and compare the difference.	FI:091 Describe the nature of cash flow statements (SP) FI:093 Explain the nature of balance sheets (SP) FI:094 Describe the nature of income statements (SP) FI:630 Explain the nature of statements of changes in equity (SP)	LAP-FI-091 Count the Cash (Cash Flow Statements) LAP-FI-093 The Right Balance (The Nature of Balance Sheets) LAP-FI-094 Watch Your Bottom Line (Income Statements)
2. Prepare a trial balance, a worksheet (8 and 10 columns), and an adjusted trial balance.	FI:383 Prepare a trial balance (CS) FI:387 Prepare worksheets (SP)	
3. Prepare and interpret an income statement.	FI:149 Prepare income statements (MN) FI:102 Interpret financial statements (MN)	
4. Prepare and interpret a balance sheet that reports the financial condition of the entity.	FI:393 Prepare balance sheets (MN) FI:102 Interpret financial statements (MN)	
5. Prepare a statement of Owner's Equity/Partner's Equity/Retained Earnings.	FI:392 Prepare statements of changes to equity (MN)	
6. Explain the purposes of each financial statement and describe the way they articulate with each other.	FI:091 Describe the nature of cash flow statements (SP) FI:093 Explain the nature of balance sheets (SP) FI:094 Describe the nature of income statements (SP) FI:630 Explain the nature of statements of changes in equity (SP)	LAP-FI-091 Count the Cash (Cash Flow Statements) LAP-FI-093 The Right Balance (The Nature of Balance Sheets) LAP-FI-094 Watch Your Bottom Line (Income Statements)

FBLA HS: Accounting 2

7. Analyze the effects of revenue on financial statements.	FI:449 Analyze transactions and accounts (e.g., purchase, sales, sales returns and allowances, uncollectible accounts, depreciation, debt) (SP)	
8. Use manual and computerized accounting systems for preparing financial statements and evaluating the effect of changes.	FI:149 Prepare income statements (MN) FI:393 Prepare balance sheets (MN) FI:392 Prepare statements of changes to equity (MN) FI:092 Prepare cash flow statements (MN) NF:225 Use accounting applications and systems (CS) NF:133 Integrate technology into accounting (SP) FM:014 Demonstrate financial analysis applications (SP)	
9. Determine acceptable levels of financial performance to be used as a basis for management decisions.	SM:027 Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.) (MN)	
10. Define terminology and classifications necessary for financial statements.	FI:091 Describe the nature of cash flow statements (SP) FI:093 Explain the nature of balance sheets (SP) FI:094 Describe the nature of income statements (SP) FI:630 Explain the nature of statements of changes in equity (SP) FI:149 Prepare income statements (MN) FI:393 Prepare balance sheets (MN) FI:392 Prepare statements of changes to equity (MN) FI:092 Prepare cash flow statements (MN)	LAP-FI-091 Count the Cash (Cash Flow Statements) LAP-FI-093 The Right Balance (The Nature of Balance Sheets) LAP-FI-094 Watch Your Bottom Line (Income Statements)

FBLA HS: Accounting 2

Competency B: Corporate Accounting	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify the methods for forming a corporation and complete the various steps of the accounting cycle for a corporation or for a not-for-profit business.	FI:472 Analyze the articles of incorporation needed to start a corporation (MN)	
2. Identify and describe the different classes of stock and explain the rights afforded each class of stock.	FI:471 Explain methods to account for the issuance of equity (MN)	
3. Journalize transactions: capital stock issuance, organization costs, stock subscriptions, and dividend declaration and payment to stockholders.	FI:703 Account for the issuance of equity (MN) FI:473 Compute common stock outstanding after stock transaction occurs (e.g., stock buybacks, preferred stock conversions, stock option exercises, stock dividends, stock splits, etc.) (MN) FI:474 Compute dividends payable on stock (MN) FI:704 Account for equity transactions (e.g., cash dividend, stock dividend, treasury stock, etc.) (MN)	
4. Differentiate between stock splits and stock dividends, and explain how each affects equity.	FI:473 Compute common stock outstanding after stock transaction occurs (e.g., stock buybacks, preferred stock conversions, stock option exercises, stock dividends, stock splits, etc.) (MN)	
5. Determine stockholders' equity and earnings per share and prepare a statement of stockholders' equity for a corporation.	FI:705 Calculate earnings-per-share (MN) FI:704 Account for equity transactions (e.g., cash dividend, stock dividend, treasury stock, etc.) (MN)	

FBLA HS: Accounting 2

6. Perform all of the functions of the closing process, journalize and post the closing entries, prepare the post-closing trial balance, and prepare all of the appropriate financial statements and reports for a corporation.	FI:384 Journalize and post adjusting entries (CS) FI:385 Journalize and post closing entries (CS) FI:383 Prepare a trial balance (CS) FI:149 Prepare income statements (MN) FI:393 Prepare balance sheets (MN) FI:392 Prepare statements of changes to equity (MN) FI:092 Prepare cash flow statements (MN) FI:476 Complete a worksheet for a corporation (MN)	
7. Apply appropriate accounting techniques for the formation, allocation, and distribution of earnings and dissolution of corporations.		
8. Describe the purposes of the revenue, expense, and drawing accounts and illustrate the effects on capital/owner's or stockholder's equity.		
9. Describe the different levels of liability and taxation for Subchapter S Corporations and Limited Liability Corporations.		
10. Analyze the information derived from the corporate financial statements.	FI:102 Interpret financial statements (MN)	

FBLA HS: Accounting 2

Competency C: Partnerships	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify the characteristics of a partnership and the steps for forming a partnership and admitting new partners.	FI:463 Analyze a partnership agreement (MN)	
2. Create financial statements for partnerships including end-of-fiscal-period worksheet, income statement, distribution of net income statement/owner's equity statement, balance sheet, adjusting and closing entries, and post-closing trial balance.	FI:384 Journalize and post adjusting entries (CS) FI:385 Journalize and post closing entries (CS) FI:383 Prepare a trial balance (CS) FI:149 Prepare income statements (MN) FI:393 Prepare balance sheets (MN) FI:392 Prepare statements of changes to equity (MN) FI:092 Prepare cash flow statements (MN) FI:702 Prepare partnership financial schedules (MN)	
3. Apply appropriate accounting techniques for the formation, allocation, and distribution of earnings and dissolution of a partnership.	FI:700 Account for partnership capital investments and withdrawals (MN) FI:464 Allocate profits and losses to the partners (MN) FI:701 Account for significant partnership changes (e.g., admission of new partner, withdrawal of partner, etc.) (MN)	

FBLA HS: Accounting 2

Competency D: Ratios and Data Analysis	MBA Research Performance Indicators	LAPs
Tasks		
1. Compute financial ratios and analyze financial statements using horizontal analysis, vertical analysis, and commonly used financial ratios.	FI:334 Describe types of financial statement analysis (e.g., ratio analysis, trend analysis, etc.) (MN) FI:097 Calculate financial ratios (MN) FI:551 Determine business liquidity (MN) FI:552 Calculate activity/efficiency ratios (MN) FI:553 Calculate debt/leverage ratios (MN) FI:695 Calculate financial risk ratios (MN) FI:554 Calculate business profitability (MN) FI:555 Calculate market ratios (MN) FI:102 Interpret financial statements (MN)	
2. Analyze and describe how a change in an independent variable can produce a change in a dependent variable.		
3. Calculate financial strength analysis by determining current ratio of assets to liabilities, acid-test ratio, debt ratio, working capital, equity ratio, and equity and earnings per share.	FI:551 Determine business liquidity (MN) FI:552 Calculate activity/efficiency ratios (MN) FI:553 Calculate debt/leverage ratios (MN) FI:695 Calculate financial risk ratios (MN) FI:554 Calculate business profitability (MN) FI:555 Calculate market ratios (MN)	
4. Apply differential analysis to make decisions such as buying or making a product; leasing or buying an asset; discontinuing a department, plant, or product; replacing or repairing equipment; or offering discounted prices on special orders.	FI:646 Use the time value of money to make business decisions (e.g., projects, investments, etc.) (SP) FI:748 Calculate capital investment return (e.g., payback, net present value, internal rate of return) (SP)	

FBLA HS: Accounting 2

Competency E: Accounts Receivable and Payable	MBA Research Performance Indicators	LAPs
Tasks		
1. Analyze and journalize transactions of merchandise sold for cash, on account, or by credit card; post to proper ledger accounts; and prove subsidiary ledger by preparing a schedule of accounts receivable.	FI:424 Explain the nature of accounts receivable (CS) FI:682 Account for sales (e.g., invoices, sales receipts, etc.) (CS) FI:683 Process accounts receivable (e.g., post to ledger, process payment, process uncollectible account, etc.) (SP)	
2. Analyze and journalize purchases of merchandise on account; demonstrate knowledge of net purchases; post to proper ledger accounts; and prove subsidiary ledger by preparing a schedule of accounts payable.	FI:409 Explain the nature of accounts payable (CS) FI:679 Account for purchases (e.g., purchase requisitions, purchase orders, invoices, vouchers, etc.) (CS) FI:680 Process accounts payable (e.g., maintain vendor file, post to ledger, process invoices and checks) (SP)	
3. Record transactions and journalize entries to write off uncollectible accounts using the direct write-off and allowance method.	FI:683 Process accounts receivable (e.g., post to ledger, process payment, process uncollectible account, etc.) (SP)	
4. Prepare adjustments using aging accounts receivable, percentage of sales, and percentage of accounts receivable methods.	FI:683 Process accounts receivable (e.g., post to ledger, process payment, process uncollectible account, etc.) (SP)	
5. Explain the purpose of notes payable and notes receivable and calculate, record transactions, and journalize interest and payment of notes payable and receivable.	FI:692 Account for long-term liabilities (e.g., bonds payable, notes payable, leases, etc.) (SP)	
6. Prepare adjusting and reversing entries for prepaid and accrued expenses and unearned and accrued revenue.	FI:384 Journalize and post adjusting entries (CS)	

FBLA HS: Accounting 2

Competency F: Budgeting and Cash Flow	MBA Research Performance Indicators	LAPs
Tasks		
1. Review revenues, expenditures, trends, priorities, and projections in preparation of a budget.	FI:394 Project future revenues and expenses (SP) FI:460 Process preliminary budget detail (SP) FI:099 Develop company's/department's budget (MN)	
2. Prepare master and flexible budgets and describe how they are each used.	FI:099 Develop company's/department's budget (MN)	LAP-FI-099 Build Your Game Plan (Developing a Company/Department Budget)
3. Compare the projected budgeted amounts with the actual amounts through preparation of a performance report.	OP:030 Use budgets to control operations (MN) SM:005 Analyze operating results in relation to budget/industry (MN)	
4. Use cost-volume-profit and contribution margin analysis to plan operations.	FI:718 Discuss the use of cost-volume-profit analysis (SP) FI:454 Conduct cost-volume-profit analysis (MN)	
5. Prepare budget analysis using spreadsheet software.	FM:013 Demonstrate budgeting applications (SP) FM:014 Demonstrate financial analysis applications (SP)	
6. Calculate and prepare cash flow statements.	FI:092 Prepare cash flow statements (MN)	
7. Determine cash flows from operating activities, investing activities, and financing activities.	FI:359 Describe the nature of cash flows (SP) FI:100 Analyze cash-flow patterns (MN)	

FBLA HS: Accounting 2

Competency G: Cost Accounting/Manufacturing	MBA Research Performance Indicators	LAPs
Tasks		
1. Define managerial accounting and understand the terminology and techniques related to cost accounting.	FI:085 Explain the concept of accounting (CS) FI:658 Describe types of costs used in managerial accounting (e.g., direct cost, indirect cost, sunk cost, differential cost, etc.) (SP) FI:660 Explain the nature of managerial accounting (SP) FI:719 Discuss cost accounting systems (e.g., job costing, process costing, standard costing, activity-based costing [ABC]) (SP)	LAP-FI-085 Show Me the Money (Nature of Accounting)
2. Interpret and explain costs and accounts that are unique to the manufacturing process.	FI:658 Describe types of costs used in managerial accounting (e.g., direct cost, indirect cost, sunk cost, differential cost, etc.) (SP)	
3. Calculate manufacturing cost of finished goods by determining cost of direct materials, labor, and factory overhead.	FI:450 Maintain job order cost sheets (SP) FI:451 Calculate the cost of goods sold (SP) FI:726 Apply cost accounting techniques (e.g., job costing, process costing, standard costing, activity-based costing [ABC]) (SP) FI:458 Perform cost allocation functions (MN) FI:459 Prepare cost of production reports (MN) FI:455 Develop costs per unit of product (MN)	
4. Prepare a schedule of cost of goods manufactured and explain its relationship to the income statement.	FI:451 Calculate the cost of goods sold (SP) FI:462 Determine relevant cost and revenue data for decision-making purposes (MN)	
5. Journalize entries that summarize cost records at the end of the fiscal year.		
6. Use various allocation methods to allocate overhead and indirect costs.	FI:458 Perform cost allocation functions (MN)	

FBLA HS: Accounting 2

7. Explain the difference between variable, mixed, and fixed costs.	OP:024 Explain the nature of overhead/operating costs (SP)	LAP-OP-024 Watch Your (Over) Head (Overhead/Operating Costs)
8. Compute break-even and cost-revenue analysis values and understand how to interpret the results.	OP:192 Conduct breakeven analysis (MN) FI:727 Calculate relevant costs for decision making (e.g., opportunity costs, out-of-pocket costs) (MN)	
9. Prepare a materials ledger and a finished goods ledger for a manufacturing business.		
10. Apply appropriate software to prepare and maintain cost accounting records.		
Competency H: Departmentalized Accounting	MBA Research Performance Indicators	LAPs
Tasks		
1. Define terminology related to departmentalized accounting.	FI:717 Differentiate among management accounting responsibility centers (i.e., cost, profit, investment, revenue) (SP)	
2. Analyze and journalize departmental purchases/cash payments and sales/cash receipts in special journals and posts to ledgers.	FI:769 Perform responsibility center budgeting (i.e., cost, profit, investment, revenue) (SP)	
3. Create a departmental statement of gross profit, financial statements, and end-of-period work.		
4. Prepare and maintain payroll records for a departmentalized business.	FI:686 Account for payroll transactions (e.g., earnings, taxes, benefits, other deductions) (SP)	
5. Journalize and post adjusting and closing entries for a departmentalized business.	FI:384 Journalize and post adjusting entries (CS) FI:385 Journalize and post closing entries (CS)	
6. Apply appropriate software to maintain departmentalized records.	NF:227 Integrate technology into accounting (SP)	

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Competency I: Ethics	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe the importance of integrity, confidentiality, and high ethical standards in preparation of financial statements, and in interpretation and use of data.	FI:351 Discuss the role of ethics in accounting (SP)	LAP-FI-351 With Due Care (The Role of Ethics in Accounting)
2. Explain the importance of ethical business decisions.	EC:106 Explain the nature of business ethics (SP)	LAP-EC-106 On the Up and Up (Business Ethics)
3. Adhere to financial laws and regulations and to established company rules, regulations, and policies.	FI:353 Explain legal considerations for accounting (SP) BL:088 Comply with financial reporting and internal control regulations in accounting (SP)	
4. Utilize security measures to minimize loss and to create trust (e.g., maintain data security, develop strategies to protect data).	OP:064 Maintain data security (CS) OP:155 Establish policies to protect company information and intangibles (MN)	
Competency J: Income Tax	MBA Research Performance Indicators	LAPs
Tasks		
1. Complete various basic business-related tax forms, such as 941, 940, payroll, etc.	FI:443 Prepare federal, state, and local payroll tax returns and reports (SP)	
2. Identify differences between pretax financial income and taxable income.	BL:134 Discuss the effect of tax laws and regulations on financial transactions (SP)	
3. Identify special issues related to deferred income taxes, explain the effect of various tax rates on deferred income taxes, and describe their presentation in financial statements.	BL:009 Explain the nature of tax regulations on business (ON)	
4. Differentiate between taxation at personal and business levels, including tax-planning strategies.	EC:072 Describe the nature of taxes (SP) FI:696 Calculate taxes owed by clients (i.e., individual and business) (SP)	LAP-EC-072 Pay Your Share (Business Taxes)

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5. Calculate federal income tax expense, record the adjustment, and complete the corporate worksheet.	FI:696 Calculate taxes owed by clients (i.e., individual and business) (SP) FI:697 Account for taxes (SP) FI:652 File business tax returns (ON)	
6. Identify the basic differences between Generally Accepted Accounting Principles (GAAP) and tax law.	PD:158 Explain the nature of accounting standards (CS)	
7. Distinguish between tax avoidance and tax evasion.	BL:134 Discuss the effect of tax laws and regulations on financial transactions (SP)	
8. Evaluate accrual methods, inventory methods, and depreciation options to determine tax effects.		
9. Analyze current business decisions to determine the impact on taxes.		
Competency K: Inventory	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the importance of an inventory system and its valuation.	FI:586 Explain methods used to value inventory (e.g., FIFO, LIFO, average cost, etc.) (CS)	
2. Determine the value of inventory using various costing methods, such as LIFO, FIFO, or Weighted Average method.	FI:436 Determine the cost/value of inventory (SP)	
3. Estimate the cost of inventory using the retail and the gross profit methods.	FI:436 Determine the cost/value of inventory (SP)	
4. Calculate and analyze merchandise turnover ratio.	FI:552 Calculate activity/efficiency ratios (MN)	
5. Determine costs of obsolete inventory and/or materials.	FI:435 Process inventory adjustments (e.g., shrinkage, obsolescence, returns, etc.) (CS)	

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Competency L: Journalizing and Posting	MBA Research Performance Indicators	LAPs
Tasks		
1. Analyze and journalize cash receipts and cash payment transactions and post to proper ledger accounts.	FI:381 Journalize business transactions (CS) FI:677 Account for cash receipts (e.g., record cash, record income) (CS) FI:678 Account for cash payments (e.g., record cash, record expenses) (CS)	
2. Analyze and journalize purchases and sales on account.	FI:381 Journalize business transactions (CS) FI:679 Account for purchases (e.g., purchase requisitions, purchase orders, invoices, vouchers, etc.) (CS)	
3. Analyze and journalize transactions for the return of merchandise and post to the appropriate ledger accounts.	FI:381 Journalize business transactions (CS) FI:435 Process inventory adjustments (e.g., shrinkage, obsolescence, returns, etc.) (CS)	
4. Journalize and post the adjusting and closing entries for a business.	FI:384 Journalize and post adjusting entries (CS) FI:385 Journalize and post closing entries (CS)	
5. Record business transactions in the general journal and the special journals using appropriate correction methods.	FI:381 Journalize business transactions (CS)	
6. Post business transactions to the general and subsidiary ledger accounts and prove their accuracy.	FI:382 Post journal entries to general ledger accounts (CS)	
7. Journalize business transactions using multicolumn journals.	FI:381 Journalize business transactions (CS)	
8. Journalize adjustments of prepaid (deferred) expenses as assets or expenses, of prepaid (deferred) revenue as liabilities or income, and of accrued expenses and accrued revenue.	FI:384 Journalize and post adjusting entries (CS)	
9. Prove and rule journals.		

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10. Prepare a post-closing trial balance.	FI:386 Prepare a post-closing trial balance (CS)	
11. Journalize entries in a voucher system.		
Competency M: Payroll	MBA Research Performance Indicators	LAPs
Tasks		
1. Calculate earnings at an hourly and piece rate; and on a salary, commission, and salary/commission basis.	FI:438 Calculate employee earnings (SP)	
2. Calculate and journalize deductions including federal income tax, social security tax, Medicare tax, state income tax, and other deductions to determine net pay.	FI:439 Calculate employee deductions (SP) FI:686 Account for payroll transactions (e.g., earnings, taxes, benefits, other deductions) (SP)	
3. Calculate and journalize employer's payroll taxes (e.g., social security, Medicare, federal unemployment, state unemployment) and employee benefits paid by the employer.	FI:442 Calculate payroll taxes (SP) FI:686 Account for payroll transactions (e.g., earnings, taxes, benefits, other deductions) (SP)	
4. Prepare payroll checks and vouchers.	FI:687 Process payroll payments and remittances (e.g., employees, benefits, taxes) (SP)	
5. Record payroll earnings and deductions in a payroll register.	FI:638 Explain the nature of payroll expenses (e.g., Social Security tax, Medicare tax, FUTA, SUTA, workers' compensation, etc.) (CS)	
6. Maintain employee earnings record.	FI:134 Maintain employee earnings records (e.g., timecards, time sheets, etc.) (CS)	
7. Complete federal and state employment tax forms such as W-4, W-2, quarterly reports, and unemployment tax forms.	FI:443 Prepare federal, state, and local payroll tax returns and reports (SP)	

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Competency N: Plant Assets and Depreciation	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the need for recording the depreciation of assets.	FI:345 Discuss the nature of depreciation (SP) FI:691 Account for long-term assets (e.g., record acquisition, record depreciation/amortization, record disposal) (SP)	
2. Calculate and journalize annual and partial-year depreciation for plant assets using straight line, sum-of-the-year's digits, declining balance, production unit, MACRS, and depletion of natural resources.	FI:691 Account for long-term assets (e.g., record acquisition, record depreciation/amortization, record disposal) (SP)	
3. Record disposition of plant assets through buying, selling, or trading.	FI:691 Account for long-term assets (e.g., record acquisition, record depreciation/amortization, record disposal) (SP)	
4. Explain, compare, and analyze various depreciation methods and their effect on the value of assets.	FI:345 Discuss the nature of depreciation (SP) FI:691 Account for long-term assets (e.g., record acquisition, record depreciation/amortization, record disposal) (SP)	
5. Identify property, plant, and equipment assets; and record their initial costs.	FI:691 Account for long-term assets (e.g., record acquisition, record depreciation/amortization, record disposal) (SP)	

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Competency O: Purchases and Sales	MBA Research Performance Indicators	LAPs
Tasks		
1. Evaluate a business's sales and purchasing activities to minimize expenses.	FI:449 Analyze transactions and accounts (e.g., purchase, sales, sales returns and allowances, uncollectible accounts, depreciation, debt) (SP)	
2. Differentiate between cost of sales and general operating expenses.	OP:024 Explain the nature of overhead/operating costs (SP) FI:098 Explain the nature of operating budgets (SU) EN:009 Assess start-up requirements (ON)	LAP-OP-024 Watch Your (Over) Head (Overhead/Operating Costs)
3. Compare and contrast transactions recorded as assets versus expenses, such as supplies inventory/supplies expense.	FI:449 Analyze transactions and accounts (e.g., purchase, sales, sales returns and allowances, uncollectible accounts, depreciation, debt) (SP)	
4. Calculate sales dollars and sales units required to earn a set amount of net income.	FI:098 Explain the nature of operating budgets (SU)	
5. Calculate the contribution margin rate, breakeven point, sales dollars, and units required to earn a planned amount of net income.	FI:454 Conduct cost-volume-profit analysis (MN) OP:192 Conduct breakeven analysis (MN)	
6. Describe the effects of changes in sales volume, unit costs, and unit sales prices on net income.	FI:454 Conduct cost-volume-profit analysis (MN)	
7. Calculate the cost of goods sold for a specified period.	FI:451 Calculate the cost of goods sold (SP)	
8. Calculate amount due with given terms of sales, sales tax, discounts, etc.		
9. Calculate cash discounts/trade discounts with given terms of sale, shipping, etc.		
10. Identify the difference between debit and credit memorandums.		

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Competency A: Basic Marketing Functions	MBA Research Performance Indicators	LAPs
Tasks		
Explain the marketing concept and describe the benefits of marketing.	MK:001 Explain marketing and its importance in a global economy (CS)	LAP-MK-901 Have It Your Way! (Nature of Marketing)
Explain the functions in marketing goods and services.	MK:002 Describe marketing functions and related activities (CS)	LAP-MK-002 Work the Big Seven (Marketing Functions)
Identify the elements of the marketing mix (product, price, place, and promotion).	MP:001 Explain the concept of marketing strategies (CS)	LAP-MP-001 Pick the Mix (Nature of Marketing Strategies)
Describe the process for new product and service development.	PM:001 Explain the nature and scope of the product/service management function (SP)	LAP-PM-017 Serving Up Products (Nature of Product/Service Management)
Explain the rationale for extending product line.	PM:024 Identify the impact of product life cycles on marketing decisions (SP)	LAP-PM-024 Get a Life (Cycle) (Product Life Cycles)
Explain the functions of packaging.	PM:001 Explain the nature and scope of the product/service management function (SP)	LAP-PM-017 Serving Up Products (Nature of Product/Service Management)

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Describe the importance of branding, packaging, and labeling.	PM:001 Explain the nature and scope of the product/service management function (SP) PM:021 Explain the nature of product/service branding (SP)	LAP-PM-017 Serving Up Products (Nature of Product/Service Management) LAP-PM-021 It's a Brand, Brand, Brand World! (Nature of Product Branding)
Describe factors (features, benefits, price, quality, competition, brand loyalty) used by marketers to position products and services.	PM:042 Describe factors used by marketers to position products/services (SP)	LAP-PM-042 Getting Piece of Mind (Factors Used To Position Products/Services)
Identify and explain factors that influence a product's price (cost, quality, competition, brand loyalty).	PI:002 Explain factors affecting pricing decisions (SP)	LAP-PI-902 Make Cents (Factors Affecting Selling Price)
Demonstrate knowledge of basic advertising terms.	PR:001 Explain the role of promotion as a marketing function (CS) PR:003 Identify the elements of the promotional mix (SP) PR:007 Explain types of advertising media (SP)	LAP-PR-901 Razzle Dazzle (Nature of Promotion) LAP-PR-903 Spread the Word (Nature of the Promotional Mix) LAP-PR-007 Ad-quipping Your Business (Types of Advertising Media)

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Competency B: Personal Selling and Sales Promotion	MBA Research Performance Indicators	LAPs
Tasks		
Explain the steps involved in the sales process (generate leads, approach customers, determine customer needs, present the product, overcome objections, close the sale, follow up).	SE:048 Explain the selling process (CS)	LAP-SE-048 Set Your Sales (The Selling Process)
Describe reasons why sales promotion is needed (influence consumer decisions, encourage trial of new products, strengthen brand loyalty, influence consumer behavior)	PR:003 Identify the elements of the promotional mix (SP) PR:249 Identify communications channels used in sales promotion (SP)	LAP-PR-903 Spread the Word (Nature of the Promotional Mix)
Competency C: Traditional Advertising Media	MBA Research Performance Indicators	LAPs
Tasks		
Describe traditional types of advertising media (television, radio, print, direct mail, flyers and brochures, outdoor).	PR:007 Explain types of advertising media (SP)	LAP-PR-007 Ad-quipping Your Business (Types of Advertising Media)
Identify advertising media selection criteria (reach, frequency, lead time, cost).	PR:010 Select advertising media (MN)	

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Competency D: Alternative Forms of Advertising Media	MBA Research Performance Indicators	LAPs
Tasks		
Recognize alternative forms of advertising media outlets (transit, aerial, cinema, product placement, directory).	PR:007 Explain types of advertising media (SP)	LAP-PR-007 Ad-quipping Your Business (Types of Advertising Media)
Describe the latest advertising media trends (video advertising, mobile advertising).	PR:007 Explain types of advertising media (SP) NF:206 Describe current issues/trends in marketing communications (SP)	LAP-PR-007 Ad-quipping Your Business (Types of Advertising Media)
Competency E: Branding and Positioning	MBA Research Performance Indicators	LAPs
Tasks		
Explain why branding is important to the success of a business.	PM:206 Explain the nature of corporate branding (SP) PM:021 Explain the nature of product/service branding (SP)	LAP-PM-206 Corporate Identity (Nature of Corporate Branding) LAP-PM-021 It's a Brand, Brand, Brand World! (Nature of Product Branding)
Describe product positioning strategies.	PM:042 Describe factors used by marketers to position products/services (SP)	LAP-PM-042 Getting Piece of Mind (Factors Used To Position Products/Services)
Competency F: Advertising and the Economy	MBA Research Performance Indicators	LAPs
Tasks		
Identify economic factors that affect advertising.		
Describe how advertising stimulates the economy.	PD:113 Discuss the economic and social effects of marketing communications (PD)	

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Competency G: Promotion	MBA Research Performance Indicators	LAPs
Tasks		
Define promotional mix and explain its importance.	PR:003 Identify the elements of the promotional mix (SP)	LAP-PR-903 Spread the Word (Nature of the Promotional Mix)
Identify the steps in developing the promotional plan.	PR:097 Develop promotional plan for a business (MN)	
Competency H: Advertising and Public Relations	MBA Research Performance Indicators	LAPs
Tasks		
Discuss the advantages and disadvantages of advertising.	PR:003 Identify the elements of the promotional mix (SP)	LAP-PR-903 Spread the Word (Nature of the Promotional Mix)
Explain the need for public relations.	PR:250 Explain communications channels used in public-relations activities (SP)	
Competency I: The Advertising Plan	MBA Research Performance Indicators	LAPs
Tasks		
Identify the steps in creating an advertising plan (perform a SWOT analysis, set advertising objectives, determine the budget, develop the creative strategy, execute the plan, evaluate the plan).	PR:097 Develop promotional plan for a business (MN)	
Recognize the various types of analyses that should be performed when creating an advertising plan.	PR:097 Develop promotional plan for a business (MN)	

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Competency J: Creation of the Advertisement	MBA Research Performance Indicators	LAPs
Tasks		
Describe different advertising creative formats.	PR:007 Explain types of advertising media (SP)	LAP-PR-007 Ad-quipping Your Business (Types of Advertising Media)
Identify processes involved in the copywriting, art, and production stages of advertising.	PR:126 Describe the nature of copy strategies (SP) PR:123 Describe the use of color in advertisements (SP) PR:322 Explain the use of illustrations in advertisements (SP) PR:275 Describe effective advertising layouts (SP) PR:130 Check advertising proofs (SP)	
Describe various methods used to evaluate advertising effectiveness.	PR:013 Evaluate effectiveness of advertising (MN)	
Identify simple approaches to use in determining advertising effectiveness.	PR:013 Evaluate effectiveness of advertising (MN)	
Competency K: Consumer-Oriented Advertising	MBA Research Performance Indicators	LAPs
Tasks		
Define consumer-oriented advertising and explain how it is used.	PR:249 Identify communications channels used in sales promotion (SP)	
Describe how sponsorships can be used to make a connection with consumers.	PR:250 Explain communications channels used in public-relations activities (SP)	

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Competency L: Financial Planning for Advertising	MBA Research Performance Indicators	LAPs
Tasks		
Explain strategies used for setting the advertising budget (percentage of sales, competition matching market share, objective and task, response model).	PR:160 Prepare advertising budget (MN)	
Describe the financial reports a business can use for planning and operating the company.	FI:091 Describe the nature of cash flow statements (SP) FI:093 Explain the nature of balance sheets (SP) FI:094 Describe the nature of income statements (SP) FI:106 Describe the nature of budgets (SP) FI:098 Explain the nature of operating budgets (SU)	LAP-FI-091 Count the Cash (Cash Flow Statements) LAP-FI-093 The Right Balance (The Nature of Balance Sheets) LAP-FI-094 Watch Your Bottom Line (Income Statements) LAP-FI-106 Money Tracks (Nature of Budgets)
Describe factors that affect the advertising budget.	PR:160 Prepare advertising budget (MN)	
Determine whether advertising spending generates brand awareness	PR:013 Evaluate effectiveness of advertising (MN)	
Identify the cost for different forms of advertising.	PR:009 Calculate media costs (SP)	
Explain the purpose of an advertising budget.	PR:160 Prepare advertising budget (MN)	
Explain rate of return on advertising investment.		

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Competency M: Consumer Behavior	MBA Research Performance Indicators	LAPs
Tasks		
Recognize the importance of understanding the customer's wants and needs	MK:014 Explain factors that influence customer/client/business buying behavior (SP)	LAP-MK-014 Cause and Effect (Buying Behavior)
Identify the five-step consumer decision-making process.	SE:112 Differentiate between consumer and organizational buying behavior (SP)	
Competency N: Consumer Purchase Classifications	MBA Research Performance Indicators	LAPs
Tasks		
Distinguish between types of consumer purchases and recognize the level of consumer involvement in buying decisions.	MK:014 Explain factors that influence customer/client/business buying behavior (SP)	LAP-MK-014 Cause and Effect (Buying Behavior)
Describe different types of consumer products.		
Competency O: Influences on Consumer Behavior	MBA Research Performance Indicators	LAPs
Tasks		
Discuss consumer buying motives.	SE:883 Determine prospect's buying motives for use in selling (SP) SE:359 Discuss motivational theories that impact buying behavior (SP)	LAP-SE-883 What's the Motive? (Determining Buying Motives)
Describe individual, social, and marketing influences on consumer behavior.	SE:112 Differentiate between consumer and organizational buying behavior (SP)	

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Competency P: The Target Market	MBA Research Performance Indicators	LAPs
Tasks		
Define target market and advertising strategies to reach different targets.	MP:003 Explain the concept of market and market identification (CS) MP:029 Describe the nature of target marketing in marketing communications (SP) MP:005 Select target market (MN)	LAP-MP-003 Have We Met? (Market Identification)
Explain the process for selecting target markets.	MP:005 Select target market (MN)	
Competency Q: Market Segmentation	MBA Research Performance Indicators	LAPs
Tasks		
Differentiate between market segmentation and mass marketing.	MP:003 Explain the concept of market and market identification (CS)	LAP-MP-003 Have We Met? (Market Identification)
Describe market segmentation categories.	MP:003 Explain the concept of market and market identification (CS)	LAP-MP-003 Have We Met? (Market Identification)
Define demographics.	MP:003 Explain the concept of market and market identification (CS)	LAP-MP-003 Have We Met? (Market Identification)
Explain how demographics influence advertising campaigns.	MP:003 Explain the concept of market and market identification (CS)	LAP-MP-003 Have We Met? (Market Identification)
Differentiate between buying habits and buying preferences.	PM:021 Explain the nature of product/service branding (SP)	LAP-PM-021 It's a Brand, Brand, Brand World! (Nature of Product Branding)
Explain how to select market segments that have market potential.	MP:004 Identify market segments (MN)	

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Competency R: Product Development	MBA Research Performance Indicators	LAPs
Tasks		
Identify the stages of new product development.	PM:001 Explain the nature and scope of the product/service management function (SP)	LAP-PM-017 Serving Up Products (Nature of Product/Service Management)
Explain the various levels of products and components that make up the product mix.	PM:003 Explain the concept of product mix (SP)	LAP-PM-003 Mix and Match (The Nature of the Product Mix)
Competency S: Product Life Cycle	MBA Research Performance Indicators	LAPs
Tasks		
Explain the stages of the product life cycle.	PM:024 Identify the impact of product life cycles on marketing decisions (SP)	LAP-PM-024 Get a Life (Cycle) (Product Life Cycles)
Describe real-world applications of the product life cycle.	PM:024 Identify the impact of product life cycles on marketing decisions (SP)	LAP-PM-024 Get a Life (Cycle) (Product Life Cycles)
Competency T: Price Planning	MBA Research Performance Indicators	LAPs
Tasks		
Discuss pricing objectives used by businesses when setting prices.	PI:001 Explain the nature and scope of the pricing function (SP) PI:002 Explain factors affecting pricing decisions (SP)	LAP-PI-001 The Price Is Right (Nature of Pricing) LAP-PI-902 Make Cents (Factors Affecting Selling Price)
Compare and contrast pricing strategies (price skimming, penetration pricing, competition pricing, supply and demand pricing).	PI:002 Explain factors affecting pricing decisions (SP)	LAP-PI-902 Make Cents (Factors Affecting Selling Price)

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Competency U: Channels of Distribution/Supply Chain Management	MBA Research Performance Indicators	LAPs
Tasks		
Explain the functions of the channel of distribution and channel members (producers, retailers, wholesalers, transportation companies, warehouses, agents and brokers, consumers).	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)
Identify various distribution channel options (direct, indirect, multiple, nontraditional).	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)
Describe the processes involved in supply chain management (purchasing, processing orders, warehousing and shipping, managing supply chain risks).	CM:001 Explain the nature and scope of channel management (CS)	LAP-CM-001 Chart Your Channels (Channel Management)
Identify factors that can influence supply chain decisions (international markets, outsourcing, digital distribution, eco-friendly practices).	OP:443 Explain the concept of supply chain (CS)	LAP-OP-443 Deliver the Goods (Concept of Supply Chains)
Define logistics and explain its role in distribution	CM:001 Explain the nature and scope of channel management (CS)	LAP-CM-001 Chart Your Channels (Channel Management)
Explain the importance of product storage, handling, and packaging in the distribution process.	CM:001 Explain the nature and scope of channel management (CS)	LAP-CM-001 Chart Your Channels (Channel Management)

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Competency V: Types of Promotion	MBA Research Performance Indicators	LAPs
Tasks		
Describe types of promotion (endorsements, word-of-mouth promotion, direct marketing,).	PR:003 Identify the elements of the promotional mix (SP) PR:247 Describe word-of-mouth channels used to communicate with targeted audiences (SP) PR:089 Explain the nature of direct marketing channels (SP)	LAP-PR-903 Spread the Word (Nature of the Promotional Mix)
Explain the purpose and components of visual merchandising.	PR:023 Explain the use of visual merchandising in retailing (CS)	
Competency W: Marketing Research for Advertising	MBA Research Performance Indicators	LAPs
Tasks		
Explain the marketing research process (identify/define the problem, develop the research design, determine the method for collecting data, collect the data, analyze the data, report/present the data).	IM:010 Explain the nature of marketing research (SP)	LAP-IM-010 Seek and Find (Marketing Research)
Describe the benefits and limitations of marketing research.	IM:010 Explain the nature of marketing research (SP)	LAP-IM-010 Seek and Find (Marketing Research)
Define primary and secondary market research.	IM:010 Explain the nature of marketing research (SP)	LAP-IM-010 Seek and Find (Marketing Research)

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Competency X: Developing an Effective Sales Promotion Strategy	MBA Research Performance Indicators	LAPs
Tasks		
Identify consumer sales promotions (coupons, price deals, rebates, premiums, loyalty marketing program sampling, contests, sweepstakes, point-of-purchase displays).	PR:249 Identify communications channels used in sales promotion (SP)	
Identify trade sales promotions (push money, deal loader, trade allowance).	PR:249 Identify communications channels used in sales promotion (SP)	
Competency Y: Consumer-Oriented Advertising and Sales Promotion	MBA Research Performance Indicators	LAPs
Tasks		
Explain the components of the communication process (sender, encoding the message, communication channel, receiver, decoding the message, noise, feedback).	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
Explain the purposes of advertising and promotional communication.	PR:001 Explain the role of promotion as a marketing function (CS)	LAP-PR-901 Razzle Dazzle (Nature of Promotion)
Explain the purpose of consumer-oriented sales promotions.	PR:249 Identify communications channels used in sales promotion (SP)	
Describe how direct marketing is used to reach consumers.	PR:089 Explain the nature of direct marketing channels (SP)	

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Competency Z: Types of Communication	MBA Research Performance Indicators	LAPs
Tasks		
Explain why interpersonal communication is an important part of advertising and promotion.	PR:001 Explain the role of promotion as a marketing function (CS)	LAP-PR-901 Razzle Dazzle (Nature of Promotion)
Describe other types of communication used by businesses.		
Competency ZA: Effective Advertising and Promotional Messages	MBA Research Performance Indicators	LAPs
Tasks		
Explain the four C's (comprehension, connection, credibility, contagiousness) of communication.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
Describe how to create effective advertising messages	PR:126 Describe the nature of copy strategies (SP)	
Competency ZB: Legal and Ethical Issues Affecting Advertising	MBA Research Performance Indicators	LAPs
Tasks		
Explain the need for government regulation of advertising and the role of the Federal Trade Commission.	PR:101 Describe the regulation of promotion (SP)	
Describe the purpose of other government regulatory agencies.	PR:101 Describe the regulation of promotion (SP)	

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Competency ZC: Ethics in Advertising	MBA Research Performance Indicators	LAPs
Tasks		
Identify the ethical aspects of advertising.	PR:099 Describe the use of business ethics in promotion (SP)	
Explain how the FTC assures truth in advertising.	PR:101 Describe the regulation of promotion (SP)	
Competency ZD: Advertising in a Multicultural Market (Global Vision)	MBA Research Performance Indicators	LAPs
Tasks		
Recognize factors that have an impact on global marketing.	MP:002 Identify considerations in implementing global marketing strategies (MN)	
Describe global marketing challenges facing marketers.	MP:002 Identify considerations in implementing global marketing strategies (MN)	
Competency ZE: Diversity and Advertising	MBA Research Performance Indicators	LAPs
Tasks		
Describe the impact of diversity on advertising.	EI:033 Exhibit cultural sensitivity (CS)	LAP-EI-033 Getting To Know You (Cultural Sensitivity)
Identify characteristics of growing ethnic markets.	EC:045 Discuss the impact of cultural and social environments on global trade (SP)	LAP-EC-045 On Top of the World (Impact of Culture on Global Trade)
Explain advertising needs for different parts of the world.	MP:002 Identify considerations in implementing global marketing strategies (MN)	
Explain the impact of multiculturalism and multi-generation on advertising activities.	MP:002 Identify considerations in implementing global marketing strategies (MN)	

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Competency ZF: History of Advertising	MBA Research Performance Indicators	LAPs
Tasks		
Explain how advertising has changed to meet the needs of changing times.	PD:118 Explain factors affecting the growth and development of the marketing communications industry (SP)	
Describe inventions that have impacted advertising.	PD:118 Explain factors affecting the growth and development of the marketing communications industry (SP)	
Competency ZG: Influences on Advertising	MBA Research Performance Indicators	LAPs
Tasks		
Describe environmental influences on advertising.	PD:118 Explain factors affecting the growth and development of the marketing communications industry (SP)	
Describe consumer influences on advertising.	PD:118 Explain factors affecting the growth and development of the marketing communications industry (SP)	
Competency ZH: The Advertising Industry and Careers	MBA Research Performance Indicators	LAPs
Tasks		
Explain how the advertising industry works.	PD:052 Describe employment opportunities in the marketing communications industry (structure, jobs in, structures in different size agencies, key departments in) (SP)	

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Describe careers in the advertising industry.	PD:052 Describe employment opportunities in the marketing communications industry (structure, jobs in, structures in different size agencies, key departments in) (SP)	
Determine characteristics necessary for a successful career in advertising.	PD:045 Describe traits important to the success of employees in marketing communications (CS)	
Identify the skill set needed for a successful advertising career.	PD:045 Describe traits important to the success of employees in marketing communications (CS)	
Competency ZI: The Internet and Advertising	MBA Research Performance Indicators	LAPs
Tasks		
Describe various types of internet advertising (e-mail, banner and pop-up advertising, search engine advertising, website advertising, blogs, social media advertising, Twitter).	PR:462 Discuss the nature of digital marketing (SP)	LAP-PR-462 Now Trending (Nature of Digital Marketing)
Explain what factors businesses should consider when using internet advertising (hits, page views, visits, unique visitors).	PR:306 Evaluate digital marketing efforts (MN)	
Competency ZJ: Self-Regulation	MBA Research Performance Indicators	LAPs
Tasks		
Explain the concept of self-regulation and identify how it is applied in the advertising industry.	PR:101 Describe the regulation of promotion (SP)	
Recognize how consumers can regulate business practices.	PR:101 Describe the regulation of promotion (SP)	

FBLA HS: Advertising

Competency ZK: Cross-Cultural Communication	MBA Research Performance Indicators	LAPs
Tasks		
Recognize how verbal and nonverbal communication differ in other cultures.	EC:045 Discuss the impact of cultural and social environments on global trade (SP)	LAP-EC-045 On Top of the World (Impact of Culture on Global Trade)
Explain the importance of the translation process in global marketing.	EC:045 Discuss the impact of cultural and social environments on global trade (SP)	LAP-EC-045 On Top of the World (Impact of Culture on Global Trade)

FBLA HS: Banking and Financial Systems

Competency A: Concepts and Practices	MBA Research Performance Indicators	LAPs
Tasks		
1. Demonstrate effective techniques to gather, communicate, and manage client information.	CR:012 Explain the responsibilities of finance professionals in providing client services (CS)	
2. Create and/or complete documents to process information.	CO:094 Prepare simple written reports (SP)	
3. Utilize available techniques to effectively serve customers.	CR:004 Demonstrate a customer service mindset (CS)	LAP-CR-004 Set Your Mind to It (Customer Service Mindset)
4. Use account knowledge to perform bookkeeping/accounting functions (including payroll) and execute financial transactions.		
5. Analyze financial activities and compile business transaction data to report financial information—balance sheet, income statement, cash flow statement.		
6. Understand the importance of audits and regulations.	BL:133 Discuss legal considerations in the finance industry (SP) BL:148 Discuss the nature and scope of compliance in the finance industry (SP)	
7. Perform Banking Operations such as opening and closing teller stations, processing loans, processing deposits and withdrawals, etc.	OP:273 Deposit checks (CS) OP:282 Describe the functions and responsibilities of the loan servicing department (SP) PD:204 Describe the nature of retail/business banking processes (CS) PD:207 Describe basic teller performance standards (CS)	

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8. Understand the Federal Reserve System.	EC:907 Explain the role of the Federal Reserve System (MN) OP:276 Discuss the role of the Federal Reserve system in banking operations (SP)	
9. Understand the role of FDIC.	FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	
10. Describe the check clearing system.	BL:133 Discuss legal considerations in the finance industry (SP) NF:202 Use check-processing tools/technology (e.g., endorsers, encoders, joggers, scanners, strippers, etc.) (CS)	
11. Possess general knowledge of checking, savings, loans, certificates of deposit, investments, IRAs, customer services, trust services, ATMs, and credit/debit cards.	PD:154 Describe types of personal banking products and services (CS)	
12. Implement loan procedures from beginning to closure.	OP:277 Describe the loan application generating process (SP) OP:278 Explain the process of credit analysis (SP) OP:279 Describe factors affecting loan pricing and loan structuring (SP) OP:280 Underwrite a loan application (SP) OP:282 Describe the functions and responsibilities of the loan servicing department (SP)	
13. Maintain records and reports to manage investments, cash, loans, and other banking procedures.	FI:069 Maintain financial records (PQ) NF:002 Maintain customer records (SP)	

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14. Handle customer inquiries and situations such as interpreting business policies.	CR:006 Respond to customer inquiries (CS) CR:007 Interpret business policies to customers/clients (CS)	
15. Identify consumer protection provisions of appropriate agencies.	FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	
16. Implement safe and secure environment controls to enhance productivity and minimize loss.	OP:008 Maintain a safe work environment (CS) OP:152 Follow established security procedures/policies (CS)	
17. Practice Safety and Security Procedures such as identifying valid currency, recognizing potential risk customers, and securing cash.	OP:219 Explain procedures for detecting and reporting counterfeit currency (CS) OP:217 Discuss procedures for the secure handling of cash (CS)	
Competency B: Basic Terminology	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the purposes and components of budgets.	FI:106 Describe the nature of budgets (SP)	LAP-FI-106 Money Tracks (Nature of Budgets)
2. Define general accounting terms.	FI:085 Explain the concept of accounting (CS)	LAP-FI-085 Show Me the Money (Nature of Accounting)
3. Understand banking terms such as check register, savings account, interest, deposits, ATM, bank reconciliation, and withdrawals.	FI:543 Explain key ratios/terms in banking (SP)	
4. Identify the advantages and disadvantages of credit and other credit-related terms such as credit ratings, credit reports, and secured and unsecured credit.	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)

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5. Define bankruptcy—types and major causes.	FI:568 Control debt (CS)	
6. Define mandatory and voluntary pay deductions.	FI:068 Interpret a pay stub (PQ)	
7. Define tax terms such as “exemptions,” “dependents,” and “taxable and nontaxable income.”	FI:074 Prepare personal income tax forms (CS)	
8. List examples of short- and long-term financial goals.	FI:065 Set financial goals (CS)	
9. Explain the similarities and differences between leasing and buying, and renting versus purchasing.	FI:783 Make responsible financial decisions (CS)	
10. Compare the terms and rates of mortgages, leases, investments, and other financial documents such as insurance.	FI:625 Apply for a consumer loan (SP) FI:077 Explain types of investments (CS) FI:081 Describe the concept of insurance (CS)	LAP-FI-077 Invest for Success (Types of Investments)
11. Compare stocks, bonds, and commodities.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
12. Define investment terms such as “risk management” and “rate of return.”	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
13. Identify types of retirement plans.	FI:569 Discuss the nature of retirement planning (CS)	
14. Use insurance terminology to explain insurance risks.	FI:081 Describe the concept of insurance (CS)	
15. Compare term and whole-life insurance and annuities.	PD:323 Discuss the nature of life insurance (SP)	
16. Identify major characteristics of the basic types of life, health, and disability insurance.	PD:323 Discuss the nature of life insurance (SP) PD:320 Discuss the nature of health insurance coverage (SP) PD:324 Describe the nature of disability insurance (SP)	

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Competency C: Government Regulation of Financial Services	MBA Research Performance Indicators	LAPs
Tasks		
1. Interpret laws and regulations to determine the role of government in the financial industry.	BL:133 Discuss legal considerations in the finance industry (SP)	
2. Interpret world events to determine the impact of international affairs on the financial industry.	FI:575 Explain the nature and scope of financial globalization (SP)	
3. Research the regulatory requirements of financial and investment planning and security sales to ensure compliance with codes.	BL:133 Discuss legal considerations in the finance industry (SP) BL:105 Discuss laws and regulations governing the securities and investments industry (SP)	
4. Implement internal and external audit procedures to reflect compliance with regulations.	BL:148 Discuss the nature and scope of compliance in the finance industry (SP)	
5. Research the regulatory insurance requirements to ensure compliance.	BL:101 Discuss federal and state regulation governing the insurance industry (SP) BL:133 Discuss legal considerations in the finance industry (SP)	
6. Identify, apply, and keep current with laws and regulations that affect financial and accounting practices.	FI:353 Explain legal considerations for accounting (SP) BL:133 Discuss legal considerations in the finance industry (SP) BL:088 Comply with financial reporting and internal control regulations in accounting (SP)	
7. Apply federal, state, and local laws, and rules and regulations to guide storage and retention of financial records.	BL:133 Discuss legal considerations in the finance industry (SP)	

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Competency D: Impact of Technology on Financial Services	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify various financial management software packages.	FM:011 Describe the use of technology in the financial-information management function (SP)	
2. Use databases and other computer management tools to manage office records and general information.	NF:009 Demonstrate basic database applications (PQ) NF:124 Demonstrate advanced database applications (SP)	
3. Produce documents integrating current word processing, database, and spreadsheet files.	NF:088 Use an integrated business software application package (CS)	
4. Create worksheets using spreadsheet commands, functions, and formulas.	NF:010 Demonstrate basic spreadsheet applications (PQ)	
5. Study component operation to prevent, diagnose, and solve computer operations problems.		
6. Assist customers/clients in maintaining online services.		
Competency E: Ethics	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify ethical character traits (honesty, integrity, compassion, respect, responsibility, citizenship, justice) and practice professional conduct and good ethical behavior.	EI:123 Describe the nature of ethics (CS) EI:132 Model ethical behavior (CS)	LAP-EI-123 Rules to Live By (Nature of Ethics) LAP-EI-132 Practice What You Preach (Modeling Ethical Behavior)

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2. Determine ethics and social responsibilities and analyze the effects of unethical practices on business and on consumers.	EI:123 Describe the nature of ethics (CS) EC:106 Explain the nature of business ethics (SP)	LAP-EI-123 Rules to Live By (Nature of Ethics) LAP-EC-106 On the Up and Up (Business Ethics)
3. Maintain confidentiality and sensitivity of company information.	OP:064 Maintain data security (CS)	
4. Exhibit nondiscriminatory behavior.	EI:017 Recognize and overcome personal biases and stereotypes (PQ)	LAP-EI-917 Don't Jump to Conclusions! (Recognizing and Overcoming Personal Biases and Stereotypes)
5. Define common, unfair, and captive practices such as bait and switch, identify theft, and fraudulent misrepresentations.	FI:073 Protect against identity theft (CS) FM:003 Explain the role of ethics in financial-information management (SP) OP:187 Discuss the nature of insurance fraud (SP)	
Competency F: Types and Differences of Institutions	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify the various types of financial institutions.	FI:336 Describe the role of financial institutions (CS)	
2. Describe the types of services offered by each type of financial institution.	FI:336 Describe the role of financial institutions (CS) FI:075 Describe types of financial-services providers (CS)	
3. Compare the differences in the various types of financial institutions.	FI:336 Describe the role of financial institutions (CS) FI:075 Describe types of financial-services providers (CS)	

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4. Describe the role of government in the various types of financial institutions.	FI:336 Describe the role of financial institutions (CS) FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	
5. Identify the various sources and procedures for institutions that offer credit.	FI:336 Describe the role of financial institutions (CS)	
Competency G: Careers in Financial Services	MBA Research Performance Indicators	LAPs
Tasks		
1. Determine roles and functions of individuals to perform professional financial service careers.	PD:152 Discuss employment opportunities in the finance industry (CS) PD:338 Explain the roles and responsibilities of accounting professionals (SP) PD:293 Explain career opportunities in insurance (SP) PD:231 Describe the role and responsibilities of individuals in the securities and investments industry (SP)	LAP-PD-152 Career Opportunities in Finance
2. Identify traditional and nontraditional finance-related careers including requirements, salary range, and working conditions.	PD:152 Discuss employment opportunities in the finance industry (CS) PD:285 Explain career opportunities in banking services (SP) PD:337 Identify career opportunities in accounting (SP) PD:293 Explain career opportunities in insurance (SP) PD:231 Describe the role and responsibilities of individuals in the securities and investments industry (SP)	LAP-PD-152 Career Opportunities in Finance
3. Develop employability skills and meet position requirements to obtain a career in finance.		

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4. Plan appropriate education activities to achieve licensing and certification requirements.		
5. Utilize resources that contribute to professional development (trade journals/periodicals, professional trade organizations, industry sponsored training opportunities, etc.) in financial careers.	PD:036 Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (SP) PD:287 Describe the services of professional organizations in banking services (SP) PD:339 Describe the services of professional organizations in accounting (SP) PD:294 Describe the services of professional organizations in insurance (SP)	
Competency H: Taxation	MBA Research Performance Indicators	LAPs
Tasks		
1. Reference the latest tax code to guide tax return preparation and actions.	FI:698 Prepare tax returns for clients (i.e., individuals and business) (SP)	
2. Use tax preparation procedures to determine tax liability and apply tax code professionally and complete basic tax reporting forms.	FI:696 Calculate taxes owed by clients (i.e., individual and business) (SP) FI:698 Prepare tax returns for clients (i.e., individuals and business) (SP)	
3. Review income, deductions, and credits to determine current financial position.	FI:485 Identify tax issues for clients (SP)	

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4. Examine state and federal laws to identify tax credits.	BL:134 Discuss the effect of tax laws and regulations on financial transactions (SP)	
5. Analyze tax structures and consequences to assist in business decision making.	EC:072 Describe the nature of taxes (SP) FI:487 Recommend tax strategies based on clients' financial goals (MN) FI:699 Analyze business tax returns (MN)	LAP-EC-072 Pay Your Share (Business Taxes)

FBLA HS: Business Calculations

Competency A: Consumer Credit	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify the costs, benefits, and sources of various types of credit	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
2. Calculate sales tax and compute total price with sales tax	SE:475 Calculate miscellaneous charges (CS)	
3. Compute total purchase price with interest/finance charges added	FI:782 Calculate the cost of credit (CS)	
4. Compute the costs involved in owning and buying an item such as an automobile, appliances, home, or furniture		
5. Compute finance charges for single payment loans	FI:782 Calculate the cost of credit (CS)	
6. Calculate installment loan costs such as amount financed, installment price, finance charge, and installment payment	FI:782 Calculate the cost of credit (CS)	
7. Find the estimated annual percentage rate (APR) using a table	FI:782 Calculate the cost of credit (CS)	
8. Compare costs of leasing and buying	FI:783 Make responsible financial decisions (CS)	
9. Find the finance charge and new balance using the average daily balance method	FI:782 Calculate the cost of credit (CS)	
10. Read amortization tables to determine payment, interest and balance	FI:782 Calculate the cost of credit (CS)	
11. Compute Annual and monthly Percentage Rate for credit cards or loan	FI:782 Calculate the cost of credit (CS)	

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12. Find the monthly mortgage payment	FI:782 Calculate the cost of credit (CS)	
13. Find the total interest on a mortgage and the PITI	FI:782 Calculate the cost of credit (CS)	
14. Prepare a partial amortization schedule of a mortgage		
15. Compare the total interest paid on a 15-year and 30-year fixed rate mortgage	FI:782 Calculate the cost of credit (CS)	
16. Define and compare the interest only, fixed rate, and adjustable rate loans	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
Competency B: Data Analysis and Reporting	MBA Research Performance Indicators	LAPs
Tasks		
1. Using a data set, determine mean, median, and mode	NF:093 Interpret statistical findings (SP)	
2. Distinguish between a simple average and a weighted average and calculate each	FI:646 Use the time value of money to make business decisions (e.g., projects, investments, etc.) (SP) NF:093 Interpret statistical findings (SP)	
3. Identify and construct various types of graphs and charts	IM:347 Display data in charts/graphs or in tables (SP)	
4. Compile and arrange facts in organized manner for a table, chart, or figure	IM:347 Display data in charts/graphs or in tables (SP)	
5. Explain or prepare written summary of findings expressed in tables, charts, graphs and figures	NF:093 Interpret statistical findings (SP) NF:216 Translate research findings into actionable business recommendations (SP)	

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6. Make predictions and decisions based on data and communicate their reasoning	NF:278 Draw conclusions based on information analysis (CS) NF:216 Translate research findings into actionable business recommendations (SP) NF:237 Interpret descriptive statistics for business decision making (SP)	
7. Explain the usage of statistics, probability, and systems of measurement in business	NF:236 Explain the use of descriptive statistics in business decision making (SP)	
Competency C: Interest Rates	MBA Research Performance Indicators	LAPs
Tasks		
1. Figure rates, interest, and proceeds of bank discounts	FI:544 Compute key banking calculations (e.g., interest, annual percentage rate, exchange rates, etc.) (SP)	
2. Calculate simple interest using the simple interest formula	FI:544 Compute key banking calculations (e.g., interest, annual percentage rate, exchange rates, etc.) (SP)	
3. Calculate any single variable—principal, interest rate, amount of interest, or time—given the other three	FI:544 Compute key banking calculations (e.g., interest, annual percentage rate, exchange rates, etc.) (SP)	
4. Explain the process of discounting a promissory note and calculate the proceeds of a discounted promissory note	FI:544 Compute key banking calculations (e.g., interest, annual percentage rate, exchange rates, etc.) (SP)	
5. Define maturity value and find the maturity value of a loan	FI:544 Compute key banking calculations (e.g., interest, annual percentage rate, exchange rates, etc.) (SP)	
6. Convert months to a fractional or decimal part of a year	FI:238 Calculate the time value of money (SP)	

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7. Find the future value and compound interest by compounding manually	FI:238 Calculate the time value of money (SP)	
8. Find the interest compounded daily using a table	FI:238 Calculate the time value of money (SP)	
Competency D: Mark-ups and Discounts	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify the various types of discounts	PI:022 Determine discounts and allowances that can be used to adjust base prices (MN)	
2. Calculate chain, trade, and cash discounts and net selling price of each kind of discount	PI:022 Determine discounts and allowances that can be used to adjust base prices (MN)	
3. Determine price of product after coupons and/or rebates	SE:475 Calculate miscellaneous charges (CS)	
4. Define and calculate markup and markdown	PI:019 Determine cost of product (breakeven, ROI, markup) (MN)	
5. Determine the rate of the markup or markdown	PI:019 Determine cost of product (breakeven, ROI, markup) (MN)	
6. Find the cost, markup or selling price when any two of the three are known	PI:019 Determine cost of product (breakeven, ROI, markup) (MN) PI:007 Set prices (MN)	
7. Find the amount of markdown, the reduced price and the percent of markdown of an item	PI:019 Determine cost of product (breakeven, ROI, markup) (MN) PI:007 Set prices (MN)	
8. Calculate markup based on cost	PI:019 Determine cost of product (breakeven, ROI, markup) (MN)	

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9. Calculate markup based on selling price	PI:019 Determine cost of product (breakeven, ROI, markup) (MN)	
10. Convert markups from cost to selling price or from selling price to costs	PI:019 Determine cost of product (breakeven, ROI, markup) (MN)	
Competency E: Payroll	MBA Research Performance Indicators	LAPs
Tasks		
1. Calculate pay based on piecework, salary, commissions, and graduated commissions	FI:438 Calculate employee earnings (SP)	
2. Calculate gross pay based on an hourly wage with an overtime policy	FI:438 Calculate employee earnings (SP)	
3. Calculate an employee's net earnings per paycheck	FI:068 Interpret a pay stub (PQ)	
4. Prepare an individual payroll or earnings record	FI:134 Maintain employee earnings records (e.g., timecards, time sheets, etc.) (CS)	
5. Find federal tax withholding per paycheck using IRS tax tables and IRS percentage method	FI:442 Calculate payroll taxes (SP)	
6. Calculate Social Security Tax and Medicare tax per paycheck	FI:442 Calculate payroll taxes (SP)	
7. Find an employer's total deposit for withholding tax, social security tax, and Medicare tax per pay period and quarterly	FI:442 Calculate payroll taxes (SP)	
8. Calculate federal and state unemployment taxes	FI:442 Calculate payroll taxes (SP)	
9. Compute business expenses related to employees: benefits, disability insurance, travel, and employee training	FI:439 Calculate employee deductions (SP)	

FBLA HS: Business Calculations

Competency F: Investments	MBA Research Performance Indicators	LAPs
Tasks		
1. Define investment terms such as risk, yields, P/E ratio, and rate of return	FI:097 Calculate financial ratios (MN)	
2. Explain the effect compounding has in an investment and lending environment	FI:062 Explain the time value of money (CS)	
3. Compare investment decisions and make mathematical comparisons of investment alternatives	FI:281 Interpret financial ratios significant to investors (SP) FI:284 Choose investments based on security's fundamental analysis (SP) NF:222 Interpret descriptive statistics for investment decision making (SP) NF:223 Interpret correlations for investment decision making (SP)	
4. Calculate the net present value of an investment such as certificate of deposit, savings account, stocks, and mutual funds	FI:238 Calculate the time value of money (SP)	
5. Determine stock yield, earnings per share, and price-earnings ratio	FI:097 Calculate financial ratios (MN)	
6. Compute the anticipated rate of return on specific investments and savings accounts using various factors such as simple or compound interest, dividends, fees, etc	FI:367 Calculate stock-related values (e.g., the value of a constant growth stock, the expected value of future dividends, the expected rate of return, etc.) (SP) FI:236 Calculate bond-related values (e.g., the price of a bond given its yield to maturity, the coupon interest payment for a bond, the effects of interest rates on the price of a bond, etc.) (SP)	

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Competency G: Taxes	MBA Research Performance Indicators	LAPs
Tasks		
1. Define tax terms such as standard deduction, itemized deductions, exemptions, and various types of taxes such as income tax, sales tax, and property tax	FI:074 Prepare personal income tax forms (CS)	
2. Define and calculate property taxes based on local percentages/guidelines		
3. Calculate sales tax on purchase	SE:475 Calculate miscellaneous charges (CS)	
4. Complete a 1040 EZ Federal Income Tax Form with a W2 form	FI:074 Prepare personal income tax forms (CS)	
5. Prepare a 1040 A using W2 and 1099 Interest form	FI:074 Prepare personal income tax forms (CS)	
6. Complete basic tax forms such as W2 and W4		
Competency H: Bank Records	MBA Research Performance Indicators	LAPs
Tasks		
1. Compare different types of banking options such as credit unions and other banks	PD:288 Describe types of banking institutions (e.g., central banks, retail banks, universal banks, etc.) (SP)	
2. Identify the types of banking services and their costs for meeting various needs	PD:154 Describe types of personal banking products and services (CS)	
3. Write a check, prepare deposits, and prepare withdrawal slips	FI:560 Write checks (PQ)	
4. Maintain a check register including proper procedures for ATM and automatic payment withdrawals	FI:069 Maintain financial records (PQ)	

FBLA HS: Business Calculations

5. Reconcile a bank statement	FI:070 Balance a bank account (PQ)	
6. Utilize online banking and bill payment options securely	FI:830 Manage online accounts (CS)	
Competency I: Insurance	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify and compare types of insurance	FI:081 Describe the concept of insurance (CS)	
2. Read insurance premium charts and determine the cost of a particular policy	FI:081 Describe the concept of insurance (CS)	
3. Analyze insurance proposal for auto and determine costs of compulsory insurance and costs of optional coverage	PD:319 Describe components of automobile insurance coverage (SP)	
4. Analyze health insurance premiums and calculate based on selected options	PD:320 Discuss the nature of health insurance coverage (SP)	
5. Compute the costs and benefits of specific insurance plans	FI:571 Determine insurance needs (SP)	
6. Analyze deductibles and their effect on policy	FI:081 Describe the concept of insurance (CS)	
Competency J: Depreciation	MBA Research Performance Indicators	LAPs
Tasks		
1. Distinguish between straight-line method, declining balance method, sum of the year's digits method, and MACRS method	FI:345 Discuss the nature of depreciation (SP)	
2. Determine straight-line depreciation for a year	FI:691 Account for long-term assets (e.g., record acquisition, record depreciation/amortization, record disposal) (SP)	

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3. Determine the depreciation expense on plant assets by the sum of the year's digits and declining balance	FI:691 Account for long-term assets (e.g., record acquisition, record depreciation/amortization, record disposal) (SP)	
4. Determine modified accelerated cost recovery system depreciation	FI:691 Account for long-term assets (e.g., record acquisition, record depreciation/amortization, record disposal) (SP)	
5. Use the straight-line depreciation method to find the value of an asset	FI:691 Account for long-term assets (e.g., record acquisition, record depreciation/amortization, record disposal) (SP)	
Competency K: Inventory	MBA Research Performance Indicators	LAPs
Tasks		
1. Determine the cost and value of inventory	FI:436 Determine the cost/value of inventory (SP) OP:427 Conduct inventory valuation (LIFO, FIFO) (MN)	
2. Determine rate of inventory turnover	OP:498 Use supply chain performance measures to evaluate achievement of goals (e.g., perfect order fulfillment, inventory turnover, cash-to-cash conversion cycle, fill rate) (SP)	
3. Determine the value of ending inventory using Average Cost (weighted average), FIFO, and LIFO	FI:436 Determine the cost/value of inventory (SP) OP:427 Conduct inventory valuation (LIFO, FIFO) (MN)	

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Competency L: Ratios and Proportions	MBA Research Performance Indicators	LAPs
Tasks		
1. Define the terms ratio and proportion	FI:097 Calculate financial ratios (MN)	
2. Use ratios to evaluate profitability, efficiency, and leverage	FI:097 Calculate financial ratios (MN) FI:552 Calculate activity/efficiency ratios (MN) FI:553 Calculate debt/leverage ratios (MN) FI:554 Calculate business profitability (MN)	
3. Create ratios to express the quantitative relationship between two amounts	FI:097 Calculate financial ratios (MN)	
4. Use ratios, proportions, and percents to solve problems involving financial calculations	FI:097 Calculate financial ratios (MN)	
5. Analyze and explain methods for solving problems involving proportions such as scaling and finding equivalent ratios		

FBLA HS: Business Communications

Competency A: Communication Concepts	MBA Research Performance Indicators	LAPs
Task		
1. Describe the forms of communication.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
2. Identify the five C's of communication.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
3. Discuss the role of letters, memos, and reports in business.	CO:088 Select and utilize appropriate formats for professional writing (CS) CO:094 Prepare simple written reports (SP) CO:133 Write business letters (CS)	
4. Manage telephone communications and use appropriate techniques to gather and record information.	CO:114 Handle telephone calls in a businesslike manner (CS)	
5. Discuss communication techniques as they apply to internal and external customers.	CO:181 Greet and direct visitors (CS) CO:182 Take and relay messages (CS) CO:183 Field telephone calls (CS) CO:184 Screen telephone calls (CS) CO:191 Arrange call-backs (CS)	
6. Describe and analyze the impact of cultural diversity on the communication process.	CR:019 Adapt communication to the cultural and social differences among clients (CS)	

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7. Employ appropriate communication strategies for dealing with dissatisfied customers (e.g., face-to-face discussions, electronic correspondence, and writing).	CR:010 Handle customer/client complaints (CS) EI:015 Use conflict-resolution skills (CS)	LAP-CR-010 Righting Wrongs (Handling Customer Complaints) LAP-EI-915 Stop the Madness (Conflict Resolution)
8. Discuss the positive and negative aspects of the office “grapevine” and office politics.	EI:109 Explain the nature of office politics (CS)	
9. Discuss discrimination and sexual harassment and its implications in the workplace.	EI:036 Treat others with dignity and respect (PQ)	LAP-EI-036 Everyone’s Worthy (Treating Others With Dignity and Respect)
10. Use bias-free language (e.g., gender, race, religion, physical challenges, and sexual orientation).	CR:019 Adapt communication to the cultural and social differences among clients (CS) EI:036 Treat others with dignity and respect (PQ)	LAP-EI-036 Everyone’s Worthy (Treating Others With Dignity and Respect)
11. Plan a meeting to achieve an identified purpose (e.g., schedule the facilities, arrange for a speaker, and notify the participants).	OP:233 Plan meetings (SP)	
12. Demonstrate effective negotiation and consensus-building techniques to provide or obtain appropriate feedback and resolve conflicts.	EI:011 Use consensus-building skills (SP) EI:062 Demonstrate negotiation skills (SP)	LAP-EI-911 It's a Group Thing (Consensus Building) LAP-EI-062 Make It a Win-Win (Negotiation in Business)
13. Evaluate appropriate and inappropriate methods of interacting with others in the workplace, including team-based workgroups.	CR:064 Strategically interact with customers/employees (MN) EI:045 Participate as a team member (CS) EI:096 Initiate and facilitate social interactions in a business environment (SP)	LAP-EI-045 Team Up (Participating as a Team Member)

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14. Define and differentiate workplace relationships including supervisor, employee, client, and team member.	EC:103 Explain the organizational design of businesses (SP)	LAP-EC-103 Designed to Work (Organizational Design of Businesses)
15. Define and interpret upward, downward, and horizontal communication and organizational structures.	CO:014 Explain the nature of staff communication (CS) EC:103 Explain the organizational design of businesses (SP)	LAP-EC-103 Designed to Work (Organizational Design of Businesses)
16. Investigate and define the characteristics and advantages/disadvantages of team-based workgroups including members, roles, and expectations.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
Competency B: Written and Report Applications	MBA Research Performance Indicators	LAPs
Task		
1. Produce organized, coherent, and developed paragraphs with a clear topic sentence, effective transitions, and a relevant conclusion.	CO:016 Explain the nature of effective written communications (CS) CO:133 Write business letters (CS)	
2. Describe and demonstrate the stages of the writing process to include planning, writing, editing, proofreading, and revising.	CO:016 Explain the nature of effective written communications (CS) CO:089 Edit and revise written work consistent with professional standards (CS) CO:133 Write business letters (CS)	
3. Write and design a document (e.g., memo, letter, report) using the correct style, format and content (e.g., letter, memorandum, report, e-mail) that is appropriate for the type of correspondence (e.g., persuasive, positive, negative).	CO:088 Select and utilize appropriate formats for professional writing (CS) CO:090 Write professional emails (CS) CO:094 Prepare simple written reports (SP) CO:133 Write business letters (CS)	

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4. Plan, compose, and produce instructions/directions, and descriptions.	CO:039 Write informational messages (CS)	
5. Conduct research using the five basic steps: planning the search, locating sources of information, organizing the information, evaluating the sources, and using the information to prepare a short report on a business topic.	CO:094 Prepare simple written reports (CS) CO:186 Write research reports (SP) NF:216 Translate research findings into actionable business recommendations (SP)	
6. Identify and utilize traditional and electronic research sources such as encyclopedias, reference manuals, periodicals, Internet, etc.	CO:054 Identify sources that provide relevant, valid written material (PQ) CO:055 Extract relevant information from written materials (PQ) NF:078 Obtain needed information efficiently (CS)	
7. Interpret, analyze, and evaluate information for relevance, purpose, timeliness, and authenticity.	NF:079 Evaluate quality and source of information (CS)	
8. Document all sources (e.g., print and electronic) using current standards.	CO:186 Write research reports (SP)	
9. Distinguish between paraphrasing, documentation, and plagiarism.	CO:055 Extract relevant information from written materials (PQ)	
10. Comprehend copyright laws and their applications to text, visual art, design, music, and photography.	BL:051 Describe methods used to protect intellectual property (SP)	
11. Use scanning hardware and layout, design, and graphics software to enhance documents.	NF:131 Utilize imaging software (SP) OP:202 Operate scanner (CS)	

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12. Compose and evaluate common types of business reports including informational reports, news releases, proposals, and policy statements.	CO:062 Write proposals (MN) CO:094 Prepare simple written reports (SP) PR:057 Write a press release (SP)	
13. Prepare presentation documents to include publicity, agenda, handouts, follow-up report, etc.	CO:094 Prepare simple written reports (SP) NF:194 Prepare agendas (CS) NF:195 Prepare materials for presentations (CS)	
Competency C: Reading Comprehension	MBA Research Performance Indicators	LAPs
Task		
1. Read and follow directions.	CO:056 Apply written directions to achieve tasks (PQ)	
2. Demonstrate reading comprehension by restating or summarizing.	CO:055 Extract relevant information from written materials (PQ)	
3. Differentiate between fact and opinion.	NF:079 Evaluate quality and source of information (CS)	
4. Summarize the important points of a document.	CO:055 Extract relevant information from written materials (PQ)	
5. Identify and explain enhancements such as graphs, charts, tables, and illustrations/photographs for visual impact.	CO:087 Select and use appropriate graphic aids (CS)	
6. Interpret information from articles, manuals, etc.	CO:055 Extract relevant information from written materials (PQ)	
7. Select the appropriate reading method (e.g. skimming, scanning, speed-reading, and in-depth reading) for a particular situation.		
8. Identify factors that affect readability of text (e.g., sentence length, word selection, and type size)	CO:016 Explain the nature of effective written communications (CS)	

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9. Investigate the need for various reading skills in the workplace such as reading for information, summarization, drawing conclusions, making judgments, and following directions.		
10. Evaluate the quality and reliability of source information.	NF:079 Evaluate quality and source of information (CS)	
11. Analyze information presented in a variety of formats such as tables, lists, and figures.	CO:087 Select and use appropriate graphic aids (CS)	
12. Use note taking skills that incorporate critical listening and reading techniques.	CO:085 Utilize note-taking strategies (CS)	
Competency D: Grammar	MBA Research Performance Indicators	LAPs
Task		
1. Describe and identify the eight parts of speech in context sentences.		
2. Identify the difference between adverbs and adjectives.		
3. Identify the categories of pronouns and uses of reflexive pronouns.		
4. Identify features of prepositions and uses of prepositional phrases.		
5. Identify types of conjunctions.		

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6. Use a verb that correctly agrees with the subject of a sentence.	CO:031 Write persuasive messages (SP) CO:039 Write informational messages (CS) CO:040 Write inquiries (CS) CO:089 Edit and revise written work consistent with professional standards (CS) CO:090 Write professional emails (CS) CO:133 Write business letters (CS)	
7. Describe the types of verbs and demonstrate the six tenses.		
8. Use irregular verbs and their different forms properly and distinguish transitive and intransitive verbs.	CO:031 Write persuasive messages (SP) CO:039 Write informational messages (CS) CO:040 Write inquiries (CS) CO:089 Edit and revise written work consistent with professional standards (CS) CO:090 Write professional emails (CS) CO:133 Write business letters (CS)	
9. Identify subjects, predicates, verbs, adverbs, pronouns, direct and indirect objects, and prepositional and infinitive phrases in sentences.		
10. Select pronouns properly and use them correctly in a sentence.	CO:031 Write persuasive messages (SP) CO:039 Write informational messages (CS) CO:040 Write inquiries (CS) CO:089 Edit and revise written work consistent with professional standards (CS) CO:090 Write professional emails (CS) CO:133 Write business letters (CS)	

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11. Correctly use a possessive noun in a sentence.	CO:031 Write persuasive messages (SP) CO:039 Write informational messages (CS) CO:040 Write inquiries (CS) CO:090 Write professional emails (CS) CO:133 Write business letters (CS) NF:180 Proofread documents (CS)	
12. Create the plural form of a noun.	CO:031 Write persuasive messages (SP) CO:039 Write informational messages (CS) CO:040 Write inquiries (CS) CO:089 Edit and revise written work consistent with professional standards (CS) CO:090 Write professional emails (CS) CO:133 Write business letters (CS) NF:180 Proofread documents (CS)	
13. Identify and correct misplaced and dangling modifiers.	CO:089 Edit and revise written work consistent with professional standards (CS) NF:180 Proofread documents (CS)	
14. Describe and write the four kinds of sentences—declarative, interrogative, imperative, and exclamatory.		
15. Recognize types of sentence fragments, run-on sentences, and double negatives.	NF:180 Proofread documents (CS)	
16. Recognize and correct problems in grammar and usage including, but not limited to, completeness, agreement, reference, and form.	CO:089 Edit and revise written work consistent with professional standards (CS) NF:180 Proofread documents (CS)	

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17. Write clear, descriptive sentences in a variety of sentence patterns (e.g., simple, compound, complex, and compound-complex).	CO:031 Write persuasive messages (SP) CO:039 Write informational messages (CS) CO:040 Write inquiries (CS) CO:090 Write professional emails (CS) CO:133 Write business letters (CS)	
18. Write logical, coherent phrases, sentences, and paragraphs. Incorporate correct spelling, grammar, and punctuation.	CO:031 Write persuasive messages (SP) CO:039 Write informational messages (CS) CO:040 Write inquiries (CS) CO:090 Write professional emails (CS) CO:133 Write business letters (CS)	
Competency E: Editing and Proofreading	MBA Research Performance Indicators	LAPs
Task		
1. Proofread a paragraph and identify spelling, grammatical, and punctuation errors.	NF:180 Proofread documents (CS)	
2. Proofread written communications with errors, using proofreader's marks.	NF:180 Proofread documents (CS)	
3. Proofread and edit business documents to ensure they are clear, correct, concise, complete, consistent, and courteous.	CO:089 Edit and revise written work consistent with professional standards (CS) NF:180 Proofread documents (CS)	
4. Review and edit for the effectiveness of word choices and sentence structure.	CO:089 Edit and revise written work consistent with professional standards (CS) NF:180 Proofread documents (CS)	

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Competency F: Oral and Nonverbal Communications	MBA Research Performance Indicators	LAPs
Task		
1. Demonstrate effective active listening techniques and identify major barriers to listening.	CO:017 Demonstrate active listening skills (PQ)	LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)
2. Listen objectively and record major points of a speaker's message.	CO:017 Demonstrate active listening skills (PQ) CO:085 Utilize note-taking strategies (CS)	LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)
3. Explain the differences between verbal and nonverbal communication.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
4. List examples of how nonverbal messages have different meanings in various cultures.	CO:059 Interpret others' nonverbal cues (PQ)	
5. Identify and interpret the major types of verbal and nonverbal communication.	CO:059 Interpret others' nonverbal cues (PQ) EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
6. Describe and demonstrate basic speaking skills and their implications in the communication process.	CO:025 Make oral presentations (SP) CO:147 Explain the nature of effective verbal communications (PQ)	LAP-CO-025
7. Discuss various methods of presentation delivery including oral, written, multimedia, teleconferencing, and interactive.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
8. Design effective presentations to include multimedia components of presentation software packages.	NF:099 Explain how to effectively incorporate video into multimedia (SP) NF:123 Demonstrate advanced presentation applications (SP)	

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9. Identify and evaluate different types of presentations to include information, persuasive, and debate.	CO:025 Make oral presentations (SP)	LAP-CO-025 Well Said! (Making Oral Presentations)
10. Use proper techniques to make an oral presentation.	CO:025 Make oral presentations (SP)	LAP-CO-025 Well Said! (Making Oral Presentations)
11. Ask questions to clarify information.	CO:058 Ask relevant questions (PQ)	
12. Describe and analyze problems and barriers with differences in languages and customs on business operations.	CO:084 - Employ communication styles appropriate to target audience (CS) CR:019 Adapt communication to the cultural and social differences among clients (CS)	
13. Provide a clear description of a simple system or process or give clear, concise directions.	CO:083 Give verbal directions (PQ)	
14. Express opinions and discuss issues positively and tactfully.	CO:061 Defend ideas objectively (CS)	
Competency G: Word Definition and Usage	MBA Research Performance Indicators	LAPs
Task		
1. Recognize how word selection and usage affects communication.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
2. Recognize slang, jargon, clichés, and common errors in word usage.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
3. Use proper sentence structure.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)

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4. Illustrate the proper way to divide words.	CO:016 Explain the nature of effective written communications (CS) CO:031 Write persuasive messages (SP) CO:039 Write informational messages (CS) CO:040 Write inquiries (CS) CO:090 Write professional emails (CS)	
5. Identify homophones, synonyms, and homonyms.		
6. Illustrate the ability to use a dictionary and thesaurus as an aid to spelling, pronunciation, and meaning.	CO:055 Extract relevant information from written materials (PQ)	
7. Use contextual clues to recognize word meaning.	CO:055 Extract relevant information from written materials (PQ)	
Competency H: Punctuation and Capitalization	MBA Research Performance Indicators	LAPs
Task		
1. Determine appropriate use of periods, question marks, and exclamation points.	CO:016 Explain the nature of effective written communications (CS) CO:088 Select and utilize appropriate formats for professional writing (CS)	
2. Explain the use of commas, colons, and semicolons.	CO:016 Explain the nature of effective written communications (CS)	
3. Recognize and correct problems in punctuation including, but not limited to, commas, semicolons, and apostrophes.	CO:089 Edit and revise written work consistent with professional standards (CS)	

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4. Use apostrophes to indicate contractions and possessive constructions.	CO:089 Edit and revise written work consistent with professional standards (CS)	
5. Use quotation marks to set off the words of a speaker or writer and to set off titles of short works and use punctuation with quotation marks.	CO:089 Edit and revise written work consistent with professional standards (CS)	
6. Define the grammatical rules that govern the use of special punctuation marks such as the dash, hyphen, and parentheses.	CO:089 Edit and revise written work consistent with professional standards (CS)	
7. Use appropriately ellipsis, italics, and underlining.	CO:089 Edit and revise written work consistent with professional standards (CS)	
8. Identify how to capitalize sentences, proper nouns, abbreviations, adjectives, and titles correctly.	CO:089 Edit and revise written work consistent with professional standards (CS)	
9. Write and use numbers according to standard practice in a sentence.	CO:089 Edit and revise written work consistent with professional standards (CS)	
Competency I: Spelling	MBA Research Performance Indicators	LAPs
Tasks		
1. Illustrate the ability to spell correctly the words regularly used in writing.	CO:089 Edit and revise written work consistent with professional standards (CS)	
2. Illustrate the ability to use a dictionary and thesaurus as an aid to spelling, pronunciation, and meaning.	CO:055 Extract relevant information from written materials (PQ)	
3. Identify prefixes and suffixes.		
4. Apply spelling rules to homonyms and commonly confusing words such as effect and affect.		
5. Demonstrate application of spelling rules such as i before e, silent e, words ending in y, etc.		

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Competency J: Digital Communications (e-mail, messaging, netiquette, etc.)	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify various forms of electronic communication, including new and emerging communication technologies.	EC:111 Describe the impact of electronic communication tools (e.g., Internet, video- and computer-conferencing, webcasts, email) on global business activities (SP)	
2. Demonstrate and select the appropriate use of electronic messaging technologies (e.g., fax, voice mail, conference calls, chat rooms, and e-mail).	CO:114 Handle telephone calls in a businesslike manner (CS) NF:004 Demonstrate basic e-mail functions (PQ) OP:200 Operate fax machines (PQ)	
3. Manage e-mail to include composing and sending a message; retrieving, reading, and printing a message; and sending an attachment by e-mail.	CO:090 Write professional emails (CS) NF:004 - Demonstrate basic e-mail functions (PQ)	
4. Operate an e-mail account while using folders and address books.	NF:004 - Demonstrate basic e-mail functions (PQ)	
5. Examine proper use of e-mail and other appropriate Internet/intranet communication capabilities, including business-related terminology and language.	NF:004 - Demonstrate basic e-mail functions (PQ)	
6. Explain the concept of copyright laws and their applications to text, visual art, design, music, and photography.	BL:051 Describe methods used to protect intellectual property (SP)	
7. Recognize the legal implications of violating federal and state laws in multimedia/digital publishing.	BL:167 Comply with intellectual-property use restrictions (MN)	

8. Apply the etiquette rules for electronic messaging (e.g., e-mail, cellular telephone, and voice mail).	CO:114 Handle telephone calls in a businesslike manner (CS) NF:004 Demonstrate basic e-mail functions (PQ)	
9. Discuss ways to keep data secure from theft and destruction.	NF:081 Store information for future use (CS) NF:243 Describe methods of securely transmitting data (CS)	
10. Identify and describe new and emerging communication technologies.	EC:111 Describe the impact of electronic communication tools (e.g., Internet, video- and computer-conferencing, webcasts, email) on global business activities (SP) NF:003 Identify ways that technology impacts business (PQ) SM:037 Explain the strategic role of information systems/information communication technology within an organization (SP)	LAP-NF-003 TECH-tastic (Technology's Impact on Business)

FBLA HS: Business Ethics

Competency A: Business Law	MBA Research Performance Indicators	LAPs
Tasks		
1. Comply with the spirit and intent of laws and regulations	BL:163 Comply with the spirit and intent of laws and regulations (CS)	LAP-BL-163 Laying Down the Law (Complying With the Spirit and Intent of Laws and Regulations)
Competency B: Communication Skills	MBA Research Performance Indicators	LAPs
1. Demonstrate active listening skills	CO:017 Demonstrate active listening skills (PQ)	LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)
Competency C: Emotional Intelligence	MBA Research Performance Indicators	LAPs
1. Describe the nature of emotional intelligence	EI:001 Describe the nature of emotional intelligence (PQ)	LAP-EI-001 EQ and You (Emotional Intelligence)
2. Recognize and overcome personal biases and stereotypes	EI:017 Recognize and overcome personal biases and stereotypes (PQ)	LAP-EI-917 Don't Jump to Conclusions! (Recognizing and Overcoming Personal Biases and Stereotypes)
3. Assess personal strengths and weaknesses	EI:002 Assess personal strengths and weaknesses (PQ)	LAP-EI-902 Assess for Success (Assessing Personal Strengths and Weaknesses)
4. Assess personal behavior and values	EI:126 Assess personal behavior and values (PQ)	LAP-EI-126 Assess Yourself (Assessing Your Personal Behavior and Values)

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5. Demonstrate honesty and integrity	EI:022 Demonstrate honesty and integrity (PQ)	LAP-EI-138 Sincerely Yours (Demonstrating Honesty and Integrity)
6. Demonstrate responsible behavior	EI:021 Demonstrate responsible behavior (PQ)	LAP-EI-021 Make the Honor Role (Acting Responsibly)
7. Demonstrate fairness	EI:127 Demonstrate fairness (PQ)	LAP-EI-127 Fair or Foul? (Demonstrating Fairness)
8. Assess risks of personal decisions	EI:091 Assess risks of personal decisions (PQ)	LAP-EI-091 Worth the Risk (Assessing Risks of Personal Decisions)
9. Take responsibility for decisions and actions	EI:075 Take responsibility for decisions and actions (PQ)	LAP-EI-075 It's Up to You (Taking Responsibility for Decisions and Actions)
10. Build trust in relationships	EI:128 Build trust in relationships (CS)	LAP-EI-128 Trust in Me (Building Trust in Relationships)
11. Describe the nature of ethics	EI:123 Describe the nature of ethics (CS)	LAP-EI-123 Rules to Live By (Nature of Ethics)
12. Explain reasons for ethical dilemmas	EI:124 Explain reasons for ethical dilemmas (CS)	LAP-EI-124 What's the Situation? (Reasons for Ethical Dilemmas)
13. Recognize and respond to ethical dilemmas	EI:125 Recognize and respond to ethical dilemmas (CS)	LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas)

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14. Explain the use of feedback for personal growth	EI:003 Explain the use of feedback for personal growth (PQ)	LAP-EI-903 Grin and Bear It (Using Feedback for Personal Growth)
15. Show empathy for others	EI:030 Show empathy for others (PQ)	LAP-EI-030 Have a Heart (Showing Empathy for Others)
16. Exhibit cultural sensitivity	EI:033 Exhibit cultural sensitivity (CS)	LAP-EI-033 Getting To Know You (Cultural Sensitivity)
17. Explain the nature of effective communications	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
18. Foster open, honest communication	EI:129 Foster open, honest communication (SP)	LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication)
19. Participate as a team member	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
20. Explain the concept of leadership	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
21. Explain the nature of ethical leadership	EI:131 Explain the nature of ethical leadership (CS)	LAP-EI-131 Be the Change (Nature of Ethical Leadership)
22. Model ethical behavior	EI:132 Model ethical behavior (CS)	LAP-EI-132 Practice What You Preach (Modeling Ethical Behavior)
23. Determine personal vision	EI:063 Determine personal vision (CS)	LAP-EI-063 Picture This! (Determining Personal Vision)

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24. Inspire others	EI:133 Inspire others (CS)	LAP-EI-133 A Force for Good (Inspiring Others)
25. Develop an achievement orientation	EI:027 Develop an achievement orientation (CS)	LAP-EI-027 High Hopes (Developing an Achievement Orientation)
26. Enlist others in working toward a shared vision	EI:060 Enlist others in working toward a shared vision (CS)	LAP-EI-060 Vision Quest (Enlisting Others in Vision)
27. Treat others with dignity and respect	EI:036 Treat others with dignity and respect (PQ)	LAP-EI-036 Everyone's Worthy (Treating Others With Dignity and Respect)
28. Foster positive working relationships	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
29. Assess long-term value and impact of actions on others	EI:137 Assess long-term value and impact of actions on others (SP)	LAP-EI-137 Choose for the Future (Assessing the Long-Term Value and Impact of Actions on Others)

FBLA HS: Business Ethics

Competency D: Professional Development	MBA Research Performance Indicators	LAPs
Tasks		
1. Set personal goals	PD:018 Set personal goals (CS)	LAP-PD-918 Go for the Goal (Goal Setting)
2. Follow rules of conduct	PD:251 Follow rules of conduct (CS)	LAP-PD-251 Know the Code (Following Rules of Conduct)
3. Make decisions	PD:017 Make decisions (CS)	LAP-PD-017 Weigh Your Options (Decision-Making)
4. Demonstrate problem-solving skills	PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)

FBLA HS: Business Law

Competency A: Legal System	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify ethical character traits: honesty, integrity, compassion, respect, responsibility, citizenship, and justice.	BL:163 Comply with the spirit and intent of laws and regulations (CS) EI:022 Demonstrate honesty and integrity (PQ) EI:036 Treat others with dignity and respect (PQ) EI:075 Take responsibility for decisions and actions (PQ) EI:123 Describe the nature of ethics (CS)	LAP-BL-163 Laying Down the Law (Complying With the Spirit and Intent of Laws and Regulations) LAP-EI-138 Sincerely Yours (Demonstrating Honesty and Integrity) LAP-EI-036 Everyone's Worthy (Treating Others With Dignity and Respect) LAP-PQ-075 It's Up to You (Taking Responsibility for Decisions and Actions) LAP-EI-123 Rules to Live By (Nature of Ethics)
2. Explain the relationship between law and ethics and why they sometimes conflict.	EC:106 Explain the nature of business ethics (SP)	LAP-EC-106 On the Up and Up (Business Ethics)
3. Explain the differences between local, state and federal government and the powers and limitations of each.	BL:163 Comply with the spirit and intent of laws and regulations (CS)	LAP-BL-163 Laying Down the Law (Complying With the Spirit and Intent of Laws and Regulations)
4. Define statutory law, identify the purpose of statutory law, and describe how a bill becomes a statute under federal law.	BL:067 Discuss the nature of law and sources of law in the United States (SP)	

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5. Identify ways laws affect individuals, sources of law, constitutional rights and responsibilities of U.S. citizens, and the responsibilities of government.	BL:067 Discuss the nature of law and sources of law in the United States (SP) EC:008 Determine the relationship between government and business (CS)	LAP-EC-016 Regulate and Protect (Government and Business)
6. Distinguish between different types of courts.	BL:068 Describe the United States' judicial system (SP)	
7. Distinguish between the roles of legal professionals (e.g., judges, lawyers, and paralegals).	BL:068 Describe the United States' judicial system (SP)	
8. Identify the elements of criminal, civil, and business law, including trial procedures.	BL:067 Discuss the nature of law and sources of law in the United States (SP) BL:068 Describe the United States' judicial system (SP)	
9. Define crimes such as embezzlement, larceny, robbery, burglary, assault, battery, forgery, white collar, extortion, bribery, conspiracy, etc.; and classify it based on the severity of the punishment.	BL:001 Describe legal issues affecting businesses (SP)	
10. Explain the difference between crimes and torts.	BL:069 Identify the basic torts relating to business enterprises (SP)	
11. Define “negligence per se” and give examples of circumstances under which it applies.	BL:068 Describe the United States' judicial system (SP)	
12. Define tort of assault, battery, false imprisonment, mental distress, invasion of privacy, defamation of character, trespass to land and personal property, conversion negligence, and strict liability.	BL:069 Identify the basic torts relating to business enterprises (SP)	
13. Identify crimes that occur in the business environment.	BL:001 Describe legal issues affecting businesses (SP)	

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14. Understand the purpose and uses of a variety of common legal documents.	BL:002 Describe the nature of legally binding contracts (SP) BL:168 Distinguish between letters of agreement and contracts (SP) FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	
15. Recognize situations that call for legal advice.	EN:012 Assess the need to use external resources for concept development (SP)	
16. Possess a working vocabulary of most frequently used legal terms, such as litigation, arbitration, mediation and conciliation, etc.	BL:068 Describe the United States' judicial system (SP) BL:160 Describe the litigation process (SP) BL:161 Discuss the arbitration/mediation process (SP)	
17. Explain how disputes can be settled without resort to the courts.	BL:159 Describe factors affecting the settlement of legal matters (SP) BL:158 Negotiate settlement of legal and regulatory matters (MN) RM:085 Develop plan to resolve breach of contract (e.g., renegotiation of terms, settlement, litigation) (MN)	
18. Complete legal documents with notarization as required.		
19. Define environmental law, energy regulation and conservation, and explain the purpose and need.	BL:073 Discuss the nature of environmental law (SP)	

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Competency B: Business Organization	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe the legal forms of business organization and identify their respective advantages/disadvantages.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
2. Describe the types of organizational structures and management levels.	EC:103 Explain the organizational design of businesses (SP)	LAP-EC-103 Designed to Work (Organizational Design of Businesses)
3. Examine the ways businesses can be created including their rights, limitation, and liabilities.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
4. Distinguish between a limited partnership and general partnership.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
5. Differentiate between types of corporations and describe the functions of the board of directors and officers of a corporation.	BL:003 Explain types of business ownership (CS) PD:214 Describe the components of a well-governed company (e.g., board of directors, reporting, transparency, internal and external audit functions) (SP)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
6. Identify shareholder rights and explain the nature of the shareholder liability.	PD:310 Describe the rights of stockholders (SP)	
7. Differentiate between types of corporate expansion (e.g. mergers, consolidations, and conglomerates).	FI:347 Compare mergers and acquisitions (SP)	
8. Describe the characteristics of a franchise and analyze where it fits in the economic and legal framework.	BL:003 Explain types of business ownership (CS) EC:138 Describe types of business models (SP)	LAP-BL-003 Own It Your Way (Types of Business Ownership)

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9. Define a limited liability company and explain the steps in forming it.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
10. Discuss the role of the S. E. C. and identify potential consequences of violating S. E. C. regulations.	BL:100 Comply with U.S. Securities and Exchange Commission Division of Corporation Finance requirements (MN) BL:105 Discuss laws and regulations governing the securities and investments industry (SP) BL:133 Discuss legal considerations in the finance industry (SP)	
11. Discuss ways that government regulation and legal issues in businesses have affected each of us.	EC:008 Determine the relationship between government and business (CS)	LAP-EC-016 Regulate and Protect (Government and Business)
12. Develop an understanding of a business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions (anti-trust laws, organized labor, and regulatory agencies).	BL:001 Describe legal issues affecting businesses (SP) BL:076 Describe the impact of anti-trust legislation (MN) BL:007 Explain the nature of human resources regulations (SU) BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU) BL:075 Discuss employment relationships (SU) BL:074 Discuss the role of administrative law (SP) OP:339 Discuss legal considerations in operations (SP)	
13. Identify, apply, and keep current with laws and regulations such as those that affect business practices like financial and accounting records and storage and retention of records.	BL:001 Describe legal issues affecting businesses (SP)	

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14. Identify the legal issues and agencies related to managing a business in the global environment.	BL:129 Explain the nature of legal recourse in resolving global business disputes (MN) BL:144 Explain the impact of global legal systems on settling international business disputes (MN) BL:142 Discuss the nature and sources of international law (i.e., treaties and international customs) (MN) BL:145 Explain the nature of import/export law (SP) EC:101 Explain labor issues associated with global trade (SU)	
15. Identify trade regulations and unfair trade practices regulated by the Federal Trade Commission.	EC:008 Determine the relationship between government and business (CS) PR:101 Describe the regulation of promotion (SP)	LAP-EC-016 Regulate and Protect (Government and Business)
Competency C: Contracts and Sales	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the nature and importance of contracts.	BL:002 Describe the nature of legally binding contracts (SP)	
2. Identify the elements of a contract (e.g., offer, acceptance, genuine agreement, consideration, capacity, and legality).	BL:002 Describe the nature of legally binding contracts (SP)	
3. List and analyze the steps to creating a legal and binding contract.	BL:002 Describe the nature of legally binding contracts (SP)	

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4. Discuss the requirements of an offer and acceptance and how the offer can be terminated/discharged/assigned.	BL:002 Describe the nature of legally binding contracts (SP) BL:084 Discuss the nature of contract suspensions (SP) BL:085 Explain the nature of contract terminations (SP)	
5. Identify the classifications of contracts: valid, void, voidable, unenforceable, express, implied, oral, and written.	BL:002 Describe the nature of legally binding contracts (SP)	
6. Define consideration and list examples of valid consideration.	BL:002 Describe the nature of legally binding contracts (SP)	
7. Differentiate among the ways that a contract can be disrupted, such as fraud, nondisclosure, misrepresentation, mistake, duress, and undue influence.	BL:085 Explain the nature of contract terminations (SP)	
8. Explain a minor's rights regarding contracts.		
9. List contracts that should be in writing under the Statute of Frauds and identify the consequences for failure to comply.	BL:002 Describe the nature of legally binding contracts (SP)	
10. Define breach of contract and name legal remedies available for resolution.	BL:085 Explain the nature of contract terminations (SP)	
11. Define sale and explain how the UCC governs the sale of goods.	BL:087 Issue a service/goods contract (MN)	
12. Distinguish between payment, delivery, and transfer of title of goods.	BL:087 Issue a service/goods contract (MN)	
13. Explain who may transfer ownership of goods and what is required for the transfer of ownership.	BL:087 Issue a service/goods contract (MN)	

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14. List and define the performance obligations of the seller and buyer in a typical sales transaction.	BL:087 Issue a service/goods contract (MN)	
Competency D: Agency and Employment Law	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain agency relationships and list the ways agency relationships may be created.	BL:072 Explain the nature of agency relationships (SP)	
2. Distinguish between an agent and individuals such as independent contractors, real estate brokers, bailees, and trustees.	BL:072 Explain the nature of agency relationships (SP)	
3. Identify the duties, scope of authority, responsibilities, and liabilities of agents.	BL:072 Explain the nature of agency relationships (SP)	
4. Identify legislation that regulates employee rights (e.g., employment interview, testing, laws affecting minors, and collective bargaining).	BL:007 Explain the nature of human resources regulations (SU)	
5. Identify legislation that regulates employment conditions and worker benefits (OSHA, workers' comp., unemployment compensation, etc.).	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
6. Identify legislation (e.g., civil rights, right to privacy, and ADA) affecting personnel practices (compensation, promotion, recruitment, selection, termination, and training and development).	BL:007 Explain the nature of human resources regulations (SU) BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
7. Describe legal reason for terminating employees (e.g., employment at will, embezzlement, and violation of company policy).	HR:369 Explain the nature of remedial action (SU)	

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8. Analyze contracts and company's position to assist management in labor contract negotiations and monitor implementation of contract for compliance.	BL:122 Participate in collective-bargaining process (MN) BL:158 Negotiate settlement of legal and regulatory matters (MN)	
9. Discuss the impact of immigration relations to the operation of businesses.	HR:516 Explain factors to consider when hiring different categories of employees (e.g., interns, independent contractors, people with disabilities, seniors, non-US citizens) (MN) NF:270 Process immigration-related records (SU)	
Competency E: Consumer Protection, Product/Personal Liability	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify and state the purpose of legislation that regulates consumer credit, debt collection, privacy, and electronic credit transactions.	BL:071 Discuss the nature of debtor-creditor relationships (SP) FI:002 Explain the purposes and importance of credit (CS) FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
2. Describe laws and agencies that provide consumer protection.	PM:017 Identify consumer protection provisions of appropriate agencies (SP)	LAP-PM-007 Protect and Serve (Consumer Protection)
3. Define common, unfair and deceptive practices such as: bait and switch, usury, identity theft, deceptive service estimates, and fraudulent misrepresentations.	FI:073 Protect against identity theft (CS) PI:017 Explain legal considerations for pricing (SP) SE:106 Explain legal and ethical considerations in selling (SP)	LAP-SP-106 Keep It Real--In Sales (Legal and Ethical Considerations in Selling)
4. Identify the regulatory agencies established to protect consumers against unsafe products and deceptive trade practices.	PM:017 Identify consumer protection provisions of appropriate agencies (SP)	LAP-PM-007 Protect and Serve (Consumer Protection)

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5. Explain the concept of strict, absolute, and vicarious liability.	RM:043 Discuss legal considerations affecting risk management (SP)	
6. Explain the relationship of business ethics to product service management. (e.g., product packaging, quality assurance, grades and standards, and product promotion).	PM:019 Describe the uses of grades and standards in marketing (CS) PM:040 Explain business ethics in product/service management (SP)	LAP-PM-019 Raise the Bar (Grades and Standards) LAP-PM-040 Safe and Sound (Ethics in Product/Service Management)
7. Apply “truth in advertising” and “government instituted laws” to promotion of a product or service.	PR:101 Describe the regulation of promotion (SP)	
8. Distinguish between implied and express warranties and between full and limited warranties and describe the protection they provide.	PM:020 Explain warranties and guarantees (CS)	LAP-PM-920 Promises, Promises (Warranties and Guarantees)
Competency F: Negotiable Instruments, Insurance, Secured Transactions, and Bankruptcy	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the essential elements of negotiable instruments, the different types of negotiable instruments, and specify their respective advantages/disadvantages.	FI:058 Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.) (PQ)	
2. Distinguish between primary parties and secondary parties.	FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	
3. Describe presentment for payment and presentment for acceptance.	FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	
4. Compare and contrast the different types of insurance.	FI:081 Describe the concept of insurance (CS)	
5. Identify laws associated with different types of insurance.	BL:101 Discuss federal and state regulation governing the insurance industry (SP)	

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6. Compare/contrast insurance policies and coverage to determine advantages and disadvantages.	FI:571 Determine insurance needs (SP) FI:082 Obtain insurance coverage (ON)	
7. Describe a secured transaction and requirements for creating a valid security interest.	PD:155 Discuss the nature of loan products (SP)	
8. Discuss the different types of mortgages, liens, and their purposes.	PD:155 Discuss the nature of loan products (SP)	
9. Explain the rights of debtors and creditors.	BL:071 Discuss the nature of debtor-creditor relationships (SP)	
10. Identify the reasons for bankruptcy laws.	BL:096 Describe provisions of bankruptcy law (MN)	
11. Compare bankruptcy with other alternatives.	BL:096 Describe provisions of bankruptcy law (MN)	
12. Describe the principal features of bankruptcy such as Liquidation and Reorganization of Debts, Chapter 7, 11, 12, and 13 Bankruptcy Codes.	BL:096 Describe provisions of bankruptcy law (MN)	
Competency G: Property Laws	MBA Research Performance Indicators	LAPs
Tasks		
1. Discuss the benefits and burdens of ownership of property.		
2. Define real property, personal property, and fixtures and explain why property distinctions are important.		
3. Compare different legal rights and methods of acquiring property and transferring title (e.g., renting, leasing, or purchasing, contract for sale, deed, title search, abstract of title, mortgage, etc.) including the effects of liens.		

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4. Describe and distinguish liens, licenses, and easements.	BL:164 Explain the nature of business licenses and permits (SP)	
5. Describe legal aspects of a real estate transaction.		
6. Describe the legal characteristics of a lease.		
7. Define the different types of intellectual property (e.g., patents, copyrights, and trademarks).	BL:051 Describe methods used to protect intellectual property (SP)	
8. Describe the civil and criminal consequences for infringing on the intellectual property rights of another.	BL:051 Describe methods used to protect intellectual property (SP)	
9. Explain the impact of zoning regulations on the use of property.		
10. Explain how a bailment is created and describe the standard of care different bailees are required to exercise over bailed property.		
Competency H: Computer Law	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain ethical and legal behavior of computer law as it relates to computer hacking, software piracy, source code, software license, copyright law, Internet, and e-mail.	NF:076 Explain legal issues associated with information management (SP) NF:111 Explain the role of ethics in information management (SP)	
2. Discuss existing laws, jurisdiction considerations, and disputes regarding E-commerce.	NF:076 Explain legal issues associated with information management (SP)	

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3. Define different types of computer crime and discuss the various types of federal and state statutes designed to combat computer crime.	NF:076 Explain legal issues associated with information management (SP)	
4. Discuss various statutes that deal with the effects and use of computer records and privacy matters.	NF:076 Explain legal issues associated with information management (SP)	
Competency I: Domestic/Personal Law	MBA Research Performance Indicators	LAPs
Tasks		
1. Define marriage and explain the rights and obligations that are involved in marriage.		
2. Understand concepts relating to marriage such as age requirements, prenuptial agreements, common law, and types of marriage prohibited by law.		
3. Contrast annulment, divorce, and dissolution proceedings and explain some of the typical grounds for divorce.		
4. Describe the law as it related to the distribution of property in divorce as well as child custody and child and spousal support.		
5. Describe the legal rights and duties of minors and their parents/guardians.		
6. Explain protections provided by estate planning (power of attorney, will, trusts, living will, right to die, etc.).	FI:572 Explain the nature of estate planning (CS) OP:366 Explain the estate planning process (SP)	

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7. Identify the requirements of a valid will and indicate the ways a will can be revoked or altered.	OP:366 Explain the estate planning process (SP)	
8. Identify the responsibilities of a personal representative, executor, or administrator in the settlement of an estate.	OP:366 Explain the estate planning process (SP)	

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Competency A: Information and Communication Systems	MBA Research Performance Indicators	LAPs
Tasks		
1. Define communication and discuss its implication for effective management in the manager's role.	CO:147 Explain the nature of effective verbal communications (PQ) CO:016 Explain the nature of effective written communications (CS) CO:014 Explain the nature of staff communication (CS) EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
2. Apply communication skills (e.g., reading, writing, speaking, listening and viewing) in a courteous, concise, and correct manner.	CO:017 Demonstrate active listening skills (PQ) CO:082 Explain communication techniques that support and encourage a speaker (PQ) CO:058 Ask relevant questions (PQ) CO:059 Interpret others' nonverbal cues (PQ) CO:088 Select and utilize appropriate formats for professional writing (CS) EI:129 Foster open, honest communication (SP)	LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills) LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication)

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3. Demonstrate effective communication techniques and skills (e.g., verbal, nonverbal, and technological communications and effective listening skills) in working with individuals, groups, and supervisors.	CO:017 Demonstrate active listening skills (PQ) CO:082 Explain communication techniques that support and encourage a speaker (PQ) CO:058 Ask relevant questions (PQ) CO:059 Interpret others' nonverbal cues (PQ) CO:084 Employ communication styles appropriate to target audience (CS) CO:053 Participate in group discussions (CS)	LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)
4. Examine communication barriers and ways to eliminate them.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
5. Write internal and external analytical reports (reports that examine a problem/issue and recommend an action).	CO:094 Prepare simple written reports (SP) CO:009 Prepare complex written reports (MN) CO:185 Write analytical reports (i.e., reports that examine a problem/issue and recommend an action) (SP) CO:186 Write research reports (SP)	
6. Examine potential communication challenges in international business.	EC:045 Discuss the impact of cultural and social environments on global trade (SP)	LAP-EC-045 On Top of the World (Impact of Culture on Global Trade)
7. Apply appropriate strategies to manage and resolve conflicts in work situations.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)
8. Plan and facilitate an effective meeting (e.g., agenda, handouts, etc.).	CO:201 Facilitate (lead) group discussions (SP) CO:140 Conduct a staff meeting (SU) CO:052 Conduct planning meetings (SU) OP: 233 Plan meetings (SP)	

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9. Make an oral presentation with appropriate media and aids to an audience.	CO:025 Make oral presentations (SP) CO:087 Select and use appropriate graphic aids (CS)	LAP-CO-025 Well Said! (Making Oral Presentations)
10. Evaluate the impact of liaisons with community, governmental, and professional organizations on the business environment.	EC:008 Determine the relationship between government and business (CS)	LAP-EC-016 Regulate and Protect (Government and Business)
11. Read and comprehend technical and nontechnical reading related to job performance.	CO:055 Extract relevant information from written materials (PQ) CO:057 Analyze company resources to ascertain policies and procedures (CS) PD:036 Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (SP)	
12. Interpret data on graphs, charts, diagrams, and tables commonly used in this industry/occupation.	CO:087 Select and use appropriate graphic aids (CS)	
13. Use correct grammar, punctuation, and terminology, and communication skills to produce and edit clearly written traditional and electronic documents.	CO:088 Select and utilize appropriate formats for professional writing (CS) CO:089 Edit and revise written work consistent with professional standards (CS)	
14. Select and use word processing software and accompanying features to enhance written business communications.	NF:007 Demonstrate basic word processing skills (PQ) NF:122 Demonstrate advanced word-processing skills (SP)	

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15. Use database, spreadsheet, presentation, scheduling, and integrated software packages to organize, prepare, manipulate, manage, and present information.	NF:009 Demonstrate basic database applications (PQ) NF:010 Demonstrate basic spreadsheet applications (PQ) NF:008 Demonstrate basic presentation applications (PQ) NF:005 Demonstrate personal information management/productivity applications (PQ) NF:088 Use an integrated business software application package (CS) NF:123 Demonstrate advanced presentation applications (SP) NF:124 Demonstrate advanced database applications (SP)	
16. Use computer networks (e.g., Internet, online databases, and e-mail) to facilitate collaborative or individual learning and communication.	NF:004 Demonstrate basic e-mail functions (PQ) NF:006 Demonstrate basic web-search skills (PQ) NF:141 Access information in the database system (SP) NF:121 Demonstrate advanced web-search skills (SP)	
17. Operate electronic mail applications to communicate within a workplace.	NF:004 Demonstrate basic e-mail functions (PQ)	
18. Employ collaborative/groupware applications to facilitate group work.	NF:011 Demonstrate collaborative/groupware applications (CS)	

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Competency B: Human Resource Management	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify important human relation skills needed by managers.	SM:066 Discuss managerial considerations in directing (SP)	LAP-SM-066 Take Action (Managerial Considerations in Directing)
2. Develop a staffing plan and prioritize staffing needs to minimize costs while maximizing business contribution.	HR:353 Determine hiring needs (SU) HR:422 Develop a staffing plan (MN)	
3. Analyze the impact of outsourcing on businesses.	HR:415 Discuss factors that impact human resources management (e.g., availability of qualified employees, alternative staffing methods, employment laws/regulations, company policies/procedures, compensation and benefit programs, staff diversity, etc.) (SP)	
4. Identify methods/procedures for recruiting employees, publicizing job openings, interviewing, and selecting applicants for employment.	HR:498 Recruit new employees (SU) HR:355 Interview job applicants (SU) HR:356 Select and hire new employees (SU) HR:521 Write and post job announcements (MN)	
5. Recognize the benefits and challenges in managing a diverse workforce.	HR:515 Discuss issues associated with workplace diversity (e.g., ethnic, generational, religious, gender) (SP) HR:367 Ensure equitable opportunities for employees (SU)	
6. Discuss factors and outline the procedures used in employee performance documentation, promotion, and termination including grievance processes.	HR:367 Assess employee performance (SU) HR:366 Handle employee complaints and grievances (SU)	

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7. Identify legislation affecting the recruitment and selection process (e.g., affirmative action, right to privacy, and Americans with Disabilities Act).	BL:007 Explain the nature of human resources regulations (SU) BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
8. Review legal issues (e.g., harassment, employee rights, privacy, drug testing, labor disputes, discrimination, and substance abuse) and the potential impact to the business.	HR:452 Explain labor-relations issues (SP) HR:515 Discuss issues associated with workplace diversity (e.g., ethnic, generational, religious, gender) (SP) BL:001 Describe legal issues affecting businesses (SP)	
9. Investigate and evaluate the elements of an employee compensation package and benefit plan.	HR:390 Discuss employee compensation (SU) HR:475 Explain the nature of benefit plans (e.g., health insurance, life insurance, educational assistance, health club membership, etc.) (SP) HR:467 Explain components of total rewards system (SP)	
10. Explain the purpose and characteristics of orientation programs for new employees, staff development, and other training and continuing education programs.	HR:360 Orient new employees (CS) HR:361 Orient new employees (management's role) (SU) HR:362 Explain the role of training and human resources development (SU)	
11. Investigate the impact of new technology on the workforce.	NF:003 Identify ways that technology impacts business (PQ)	LAP-NF-003 TECH-tastic (Technology's Impact on Business)

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12. Resolve staff issues/problems to enhance productivity and improve employee/employer relationships.	HR:366 Handle employee complaints and grievances (SU) HR:544 Manage employee issues (e.g., attendance, workplace harassment, workplace violence) (SU) HR:545 Resolve disputes internally (MN)	
13. Explain the role of labor unions and management, the collective bargaining process, and advantages and disadvantages of union membership.	EC:015 Explain the concept of organized labor and business (SP)	LAP-EC-915 Get United (Organized Labor)
14. Compare various motivation theories and explain their importance for understanding employee behavior including job rotation, job enlargement, and job enrichment.	SM:080 Explain motivation theories and their applications (MN)	
15. Explain the concept of authority, delegation, responsibility, and accountability as a requirement of any managerial position.	SM:001 Explain the concept of management (CS)	LAP-SM-001 Manage This! (Concept of Management)
16. Develop, interpret, and explain written organizational policies and procedures to help employees perform their jobs according to employer rules and expectations.	HR:385 Assist employees with prioritizing work responsibilities (SU)	
17. Organize work teams and schedule employee work assignments.	HR:387 Coordinate efforts of cross-functional teams to achieve project/company goals (SU)	
18. Develop company health and safety programs to ensure compliance with regulations and employee protection.	HR:554 Set up company's safety training program (MN) HR:486 Set up company's injury/occupational illness prevention programs (MN)	

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Competency C: Financial Management	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe methods of obtaining capital, and explore differences among various sources of capital.	Fi:031 Explain sources of financial assistance (ON)	
2. Discuss investment instruments and the stock market and its impact on business decisions.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
3. Compare the types of financial service providers, and describe common banking services.	FI:075 Describe types of financial-services providers (CS)	
4. Analyze cost/profit relationships and other financial data to guide business decision making.	FI:102 Interpret financial statements (MN)	
5. Monitor results of revenue and explain its impact on inventory, personnel, insurance, and promotion.	FI:358 Determine relationships among total revenue, marginal revenue, output, and profit (MN) FI:102 Interpret financial statements (MN)	
6. Manage the cash flow of the business including identifying the cost of operations, the ways that companies can control costs, and sales/production records.	FI:102 Interpret financial statements (MN)	
7. Analyze basic financial statements and reports (e.g., cash flow, income statement, and balance sheet) and apply to business decisions.	FI:102 Interpret financial statements (MN)	
8. Identify and assess business risks, select risk-management strategies, and develop and evaluate a risk-management plan.	SM:075 Explain the nature of risk management (SP) EC:011 Determine factors affecting business risk (CS)	LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management) LAP-EC-003 Lose, Win, or Draw (Business Risk)

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9. Forecast future budgetary needs and prepare a budget to include short- and long-term expenditures.	FI:099 Develop company's/department's budget (MN)	LAP-FI-099 Build Your Game Plan (Developing a Company/Department Budget)
10. Describe types of records needed and implement suitable internal accounting controls to ensure the proper recording of financial transactions.	NF:001 Describe the nature of business records (SP)	LAP-NF-001 Record It (Business Records)
11. Describe credit plans, credit cards, credit policies, credit ratings, credit agencies, collection procedures, and credit analysis.	FI:002 Explain the purposes and importance of credit (CS) FI:023 Explain the purposes and importance of obtaining business credit (ON)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
12. Identify reasons for taxes, types of taxes, and the effects taxes have on business decisions.	EC:072 Describe the nature of taxes (SP)	LAP-EC-072 Pay Your Share (Business Taxes)
13. Describe the purpose of insurance and the types of insurance for business.	FI:081 Describe the concept of insurance (CS)	
14. Analyze the components of a financial plan.		
Competency D: Business Operations	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify, interpret, analyze, and synthesize information used in decision making in the business environment.	PD:017 Make decisions (CS) EN:029 Use creative problem-solving in business activities/decisions (ON)	LAP-PD-017 Weigh Your Options (Decision-Making)
2. Develop and manage quality-control processes to minimize errors, maximize operational effectiveness, and to expedite workflow.	OP:163 Identify quality-control measures (SP) QM:005 Develop a plan/program for quality achievement (MN)	LAP-OP-163 Take Control (Quality-Control Measures)

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3. Implement personal and jobsite safety rules and regulations to maintain safe and healthful working conditions and environments.	OP:012 Establish safety policies and procedures (MN)	
4. Develop and implement security policies/procedures to protect employees and to minimize chance for loss.	OP:157 Establish policies and procedures to maintain physical security of the work environment (MN)	
5. Identify methods and tools to design or redesign products.	PM:241 Explain new product-development processes (SP)	
6. Evaluate the effectiveness and efficiency of a production schedule.	OP:257 Evaluate the effectiveness and efficiency of a production schedule (MN)	
7. Identify factors considered when selecting suppliers (e.g., quality, price, and reliable delivery).	OP:161 Select vendors (SP)	
8. Define inventory control and evaluate a system for maintaining inventory control.	OP:413 Describe inventory control systems (CS)	
9. Employ planning and time management skills and tools to monitor, plan, and control day-to-day activities required to enhance results and complete work tasks.	PD:019 Use time-management skills (SP) OP:464 Determine the components of operational control procedures for a business (MN) OP:465 Maintain operational controls (MN)	LAP-PD-019 About Time (Time Management)
10. Utilize organizational and project management skills to improve workflow, minimize costs, and monitor and evaluate business projects.	OP:228 Organize and prioritize work (CS) PD:257 Monitor progress in achieving organizational goals (MN) HR:387 Coordinate efforts of cross-functional teams to achieve project/company goals (SU) OP:177 Manage cross-functional projects (MN)	

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11. Maintain property and equipment necessary for ongoing business activities.	OP:442 Comply with policies and procedures for use of property and equipment (CS) OP:006 Follow instructions for use of equipment, tools, and machinery (PQ) OP:032 Identify routine activities for maintaining business facilities and equipment (SP)	
12. Manage purchasing activities to obtain the best service/product at the least cost.	OP:160 Manage the bid process in purchasing (SP) OP:488 Develop purchasing guidelines (MN)	
13. Use appropriate technology tools and computer-based equipment (containing embedded computers or processors) to control devices and for business applications.	OP:064 Maintain data security (CS) OP:442 Comply with policies and procedures for use of property and equipment (CS)	
14. Plan physical layout, furnishings, and equipment for a business environment and analyze for maximum efficiency.	NF:091 Establish specifications for selecting hardware/software systems (MN) NF:012 Determine venture's information technology needs (MN) OP:403 Select appropriate storage equipment (MN) OP:404 Plan storage space (MN)	

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Competency E: Management Functions and Environment	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe current and emerging trends in business (e.g., acquisition/downsizing, e-commerce, data mining, labor market, and social issues).	NF:013 Describe current business trends (SP) HR:543 Describe talent management issues associated with organizational changes (e.g., right-sizing, downsizing, talent relocation, organizational restructuring or redesign) (SP) NF:148 Discuss the nature of data mining (CS) HR:452 Explain labor-relations issues (SP)	
2. Describe the impact of demographic issues on business.	SM:011 Explain external planning considerations (MN)	
3. Define the four functions of management and describe management roles, functions, skills, and values.	SM:001 Explain the concept of management (CS)	LAP-SM-001 Manage This! (Concept of Management)
4. Compare and contrast the planning function to other management functions.	SM:063 Discuss the nature of managerial planning (SP)	
5. Explain the importance of organizing in business.	SM:064 Explain managerial considerations in organizing (SP)	LAP-SM-064 Put It All Together (Managerial Considerations in Organizing)
6. Describe how organization provides accountability by delegating authority and assigning responsibility.	SM:064 Explain managerial considerations in organizing (SP)	LAP-SM-064 Put It All Together (Managerial Considerations in Organizing)
7. Describe the nature of managerial control (e.g., control process, types of control, and what is controlled).	SM:004 Describe the nature of managerial control (control process, types of control, what is controlled) (SP)	LAP-SM-400 Measure Up! (Managerial Control)

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8. Determine the evaluating/controlling strategy for a given business situation.	SM:074 Select and apply metrics for measuring organizational success (MN)	
9. Analyze leadership and management styles and their characteristics, benefits, and limitations in a variety of business situations.	EI:009 Explain the concept of leadership (CS) HR:493 Explain the nature of leadership in organizations (SU) SM:001 Explain the concept of management (CS)	LAP-EI-909 Lead the Way (Concept of Leadership) LAP-HR-493 Take the Lead! (Leadership in Organizations) LAP-SM-001 Manage This! (Concept of Management)
10. Identify stressors in the business environment and employ strategies for dealing with stress.	EI:028 Explain the nature of stress management (SP)	LAP-EI-028 Keep Your Cool (Stress Management)
11. Define forms of global partnering (e.g., licensing, joint ventures, exporting, importing, and franchising) and analyze business situations to determine opportunities for global partnering.	EC:104 Discuss the global environment in which businesses operate (SP) EC:109 Discuss the impact of globalization on business (SP) EN:041 Describe small-business opportunities in international trade (SP) EN:122 Select market-entry strategies for conducting business internationally (ON)	LAP-EC-104 Stretch Your Boundaries (The Global Business Environment)
Competency F: Business Ownership and Law	MBA Research Performance Indicators	LAPs
Tasks		
1. Compare the characteristics, advantages, and disadvantages of different types of business ownership and organization in both service- and product-based businesses.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
2. Analyze ownership change transactions (e.g., mergers, acquisitions, hostile takeovers, and restructuring).	FI:347 Compare mergers and acquisitions (SP) FI:536 Explain the nature of hostile takeovers (SP) FI:540 Discuss the nature of restructurings (MN)	

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3. Identify management levels and describe the interaction between and among management levels.	SM:001 Explain the concept of management (CS)	LAP-SM-001 Manage This! (Concept of Management)
4. Describe the types of organizational structures and identify the factors that influence an organization's structure.	EC:103 Explain the organizational design of businesses (SP)	LAP-EC-103 Designed to Work (Organizational Design of Businesses)
5. Identify current laws and regulations affecting the establishment and operation of businesses.	BL:001 Describe legal issues affecting businesses (SP)	
6. Explain the purpose, list the parts of a business plan, and develop an effective business plan.	SM:007 Explain the nature of business plans (MN) SM:013 Develop business plan (ON)	LAP-SM-007 Plan Now, Succeed Later (Nature of Business Plans) LAP-SM-013 Plan for Success (Creating a Business Plan)
7. List and explain components of a legally enforceable contract.	BL:002 Describe the nature of legally binding contracts (SP)	
8. Analyze the impact and relationship of government regulations and community involvement on business management decisions.	EC:008 Determine the relationship between government and business (CS)	LAP-EC-016 Regulate and Protect (Government and Business)
9. Analyze the relationships among contract law, law of sales, consumer law, agency law, and environmental law.	BL:002 Describe the nature of legally binding contracts (SP) BL:001 Describe legal issues affecting businesses (SP) BL:074 Discuss the role of administrative law (SP) BL:073 Discuss the nature of environmental law (SP)	
10. Describe the role of organized labor and its influences on government and business.	EC:015 Explain the concept of organized labor and business (SP)	LAP-EC-915 Get United (Organized Labor)

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Competency G: Strategic Management	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify examples of strategic plans, tactical plans, and operational plans.	SM:063 Discuss the nature of managerial planning (SP)	
2. Describe the strategic planning process within an organization.	SM:063 Discuss the nature of managerial planning (SP) SM:040 Describe the strategic planning process in an organization (MN)	
3. Use planning tools (business and action plans, company goals and objectives, SWOT, benchmarks) to guide an organization's activities.	SM:008 Develop company goals/objectives (ON) SM:010 Conduct an organizational SWOT (ON) SM:027 Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.) (MN) SM:012 Develop action plans (ON) SM:013 Develop business plan (ON)	LAP-SM-013 Plan for Success (Creating a Business Plan)
4. Develop business plans to meet company needs (e.g., company vision, goals, objectives, and management plan).	SM:008 Develop company goals/objectives (ON) SM:013 Develop business plan (ON) SM:047 Develop company vision (ON) SM:049 Develop company's management plan (ON)	LAP-SM-013 Plan for Success (Creating a Business Plan)
5. Identify major management tasks involved in implementing the work of an organization.	SM:001 Explain the concept of management (CS)	LAP-SM-001 Manage This! (Concept of Management)
6. Organize business activities related to a company's vision, mission, and values to achieve established action plans.	SM:009 Define business mission (ON) SM:042 Develop strategies for achieving company vision (MN)	

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7. Control an organization's/department's activities to monitor business activities and to make business decisions.	SM:074 Select and apply metrics for measuring organizational success (MN) SM:005 Analyze operating results in relation to budget/industry (MN) SM:006 Track performance of business plan (MN) OP:030 Use budgets to control operations (MN)	
8. Discuss benchmarking and discuss the importance of benchmarking in evaluating company performance.	SM:027 Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.) (MN)	
9. Adjust growth projections impacting facilities and equipment to foster profitable operations.	SM:043 Determine alternative actions to take when goals are not being met (MN)	
Competency H: Ethics and Social Responsibility	MBA Research Performance Indicators	LAPs
Tasks		
1. Display characteristics of an acceptable work ethic (e.g., attendance, and attire).	EI:004 Demonstrate ethical work habits (PQ)	LAP-EI-004 Work Right (Demonstrating Ethical Work Habits)
2. Differentiate social, ethical, and environment issues facing business.	EC:045 Discuss the impact of cultural and social environments on global trade (SP) HR:515 Discuss issues associated with workplace diversity (e.g., ethnic, generational, religious, gender) (SP) EC:106 Explain the nature of business ethics (SP)	LAP-EC-045 Team Up (Participating as a Team Member) LAP-EC-106 On the Up and Up (Business Ethics)

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3. Demonstrate knowledge of ethical behavior in a business environment (e.g., confidentiality of information, employee right to know, hiring practices, plagiarism, copyright violations, sexual harassment, mission statement, code of ethics, etc.).	EI:123 Describe the nature of ethics (CS) EI:103 Maintain the confidentiality of others (CS) OP:441 Explain information privacy, security, and confidentiality considerations in business (CS) HR:411 Explain the role of ethics in human resources management (SP) SM:002 Explain the nature of managerial ethics (MN) PD:262 Utilize an established professional code of ethics (MN)	LAP-EI-123 Rules to Live By (Nature of Ethics) LAP-HR-411 Moral Mediators (Ethics in Human Resources Management)
4. Identify the impact of unethical behavior on a business.	EC:106 Explain the nature of business ethics (SP)	LAP-EC-106 On the Up and Up (Business Ethics)
5. Identify ethical considerations resulting from various situations (e.g., technological advances, international competition, employer-employee relationships, and consumer relations).	EI:124 Explain reasons for ethical dilemmas (CS) NF:111 Explain the role of ethics in information management (SP) HR:411 Explain the role of ethics in human resources management (SP)	LAP-EI-124 What's the Situation? (Reasons for Ethical Dilemmas) LAP-HR-411 Moral Mediators (Ethics in Human Resources Management)
6. Identify ways in which a business organization demonstrates social responsibility (e.g., providing jobs, paying taxes, and contributing to special community projects).	EC:070 Explain the role of business in society (CS) SM:082 Explain the nature of corporate social responsibility (SP)	LAP-EC-070 Business Connections (Business and Society)
Competency I: Marketing	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the role of marketing in the economy.	MK:001 Explain marketing and its importance in a global economy (CS)	LAP-MK-901 Have It Your Way! (Nature of Marketing)
2. Analyze marketing information/research to make informed decisions.	NF:080 Apply information to accomplish a task (CS)	

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3. Explain marketing concepts and identify and apply the components of the marketing mix.	MK:002 Describe marketing functions and related activities (CS) MP:001 Explain the concept of marketing strategies (CS)	LAP-MK-002 Work the Big Seven (Marketing Functions) LAP-MP-001 Pick the Mix (Nature of Marketing Strategies)
4. Describe promotional strategies (e.g., telemarketing and e-commerce).	PR:001 Explain the role of promotion as a marketing function (CS)	LAP-PR-901 Razzle Dazzle (Nature of Promotion)
5. Analyze the impact of e-business on profitability.		
6. Describe different pricing strategies and the importance of price.	PI:001 Explain the nature and scope of the pricing function (SP)	LAP-PI-001 The Price Is Right (Nature of Pricing)
7. Discuss ways to maintain product and service quality and customer satisfaction.	CR:003 Explain the nature of positive customer relations (CS)	LAP-CR-003 Accentuate the Positive (Nature of Customer Relations)
8. Explain the importance of packaging and branding in relation to customer/sales satisfaction.	PM:021 Explain the nature of product/service branding (SP)	LAP-PM-021 It's a Brand, Brand, Brand World! (Nature of Product Branding)
9. Discuss the channels of distribution, distribution transportation, and product handling.	CM:001 Explain the nature and scope of channel management (CS) CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-001 Chart Your Channels (Channel Management) LAP-CM-003 Channel It (Channels of Distribution)

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Competency J: Economic Concepts	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify basic micro and macro economic concepts (i.e., supply and demand, leading economic indicators, business cycle, and economic cycle).	EC:002 Distinguish between economic goods and services (CS) EC:003 Explain the concept of economic resources (CS) EC:001 Describe the concepts of economics and economic activities (CS) EC:004 Determine economic utilities created by business activities (CS) EC:005 Explain the principles of supply and demand (CS) EC:081 Discuss the measure of consumer spending as an economic indicator (SP) EC:083 Describe the economic impact of inflation on business (SP) EC:017 Explain the concept of Gross Domestic Product (GDP) (SP) EC:082 Discuss the impact of a nation's unemployment rates (SP) EC:084 Explain the economic impact of interest-rate fluctuations (SP) EC:018 Determine the impact of business cycles on business activities (SP)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services) LAP-EC-903 Be Resourceful (Economic Resources) LAP-EC-901 Are You Satisfied? (Economics and Economic Activities) LAP-EC-013 Use It (Economic Utility) LAP-EC-011 It's the Law (Supply and Demand) LAP-EC-083 Up, Up, and Away (Inflation) LAP-EC-917 Measure Up? (Gross Domestic Product) LAP-EC-082 Help Wanted? (Impact of Unemployment Rates) LAP-EC-918 Boom or Bust (Impact of Business Cycles)

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2. Compare and contrast basic economic systems, free markets, and economic-political systems.	EC:007 Explain the types of economic systems (CS) EC:009 Explain the concept of private enterprise (CS)	LAP-EC-907 Who's the Boss? (Economic Systems) LAP-EC-015 People Power (The Private Enterprise System)
3. Describe the current economic environment and its effect on business.	EC:104 Discuss the global environment in which businesses operate (SP)	LAP-EC-104 Stretch Your Boundaries (The Global Business Environment)
4. Describe economic indicators impacting financial decision making and use them to detect economic trends and conditions.	EC:081 Discuss the measure of consumer spending as an economic indicator (SP) EC:083 Describe the economic impact of inflation on business (SP) EC:017 Explain the concept of Gross Domestic Product (GDP) (SP) EC:082 Discuss the impact of a nation's unemployment rates (SP) EC:084 Explain the economic impact of interest-rate fluctuations (SP) EC:018 Determine the impact of business cycles on business activities (SP)	LAP-EC-083 Up, Up, and Away (Inflation) LAP-EC-917 Measure Up? (Gross Domestic Product) LAP-EC-082 Help Wanted? (Impact of Unemployment Rates) LAP-EC-918 Boom or Bust (Impact of Business Cycles)
5. Describe the importance of international trade and how global competition has affected how American businesses operate.	EC:104 Discuss the global environment in which businesses operate (SP) EC:016 Explain the nature of global trade (SP)	LAP-EC-104 Stretch Your Boundaries (The Global Business Environment) LAP-EC-916 Beyond US (Global Trade)
6. Identify various forms of competition (e.g., pure competition, monopolistic competition, oligopoly, and monopoly).	EC:012 Explain the concept of competition (CS)	LAP-EC-912 Ready, Set, Compete! (Competition)

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Competency K: Careers	MBA Research Performance Indicators	LAPs
Tasks		
1. Develop a career plan in business management.	PD:297 Discuss employment opportunities in business management and administration (CS)	LAP-PD-297 Career Opportunities in Business Management and Administration
2. Demonstrate skills related to seeking and applying for employment to find and obtain a desired job.	PD:026 Utilize job-search strategies (PQ) PD:027 Complete a job application (PQ) PD:028 Interview for a job (PQ) PD:029 Write a follow-up letter after job interviews (CS) PD:030 Write a letter of application (CS) PD:031 Prepare a resume (CS)	
3. Identify the steps to follow in resigning from a position.		
4. Identify the characteristics of a successful supervisor/manager.	PD:297 Discuss employment opportunities in business management and administration (CS)	LAP-PD-297 Career Opportunities in Business Management and Administration
5. Continue professional development to keep current on relevant trends and information within the industry and for career advancement.	PD:036 Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (SP) PD:258 Identify continuing education courses or programs available to enhance management skills (SP)	

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Competency A: Basic Economic Concepts and Principles	MBA Research Performance Indicators	LAPs
Tasks		
1. Define money (characteristics, role, and forms) and trace how money and resources flow through the American economic system.	FI:059 Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.) (PQ) FI:060 Describe functions of money (medium of exchange, unit of measure, store of value) (PQ) EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
2. Utilize decision-making models to make economic choices and determine the opportunity cost of those choices.	EC:001 Describe the concepts of economics and economic activities (CS) EN:021 Assess the costs/benefits associated with resources (ON)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
3. Describe how trade-offs are made during the decision-making process.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)

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4. Use basic economic concepts (such as supply and demand; production, distribution, and consumption; labor, wages, and capital; inflation and deflation; market economy and command economy) to compare and contrast local, regional, and national economics across time and at the present time.	<p>EC:001 Describe the concepts of economics and economic activities (CS)</p> <p>EC:005 Explain the principles of supply and demand (CS)</p> <p>EC:003 Explain the concept of economic resources (CS)</p> <p>EC:083 Describe the economic impact of inflation on business (SP)</p> <p>EC:007 Explain the types of economic systems (CS)</p>	<p>LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)</p> <p>LAP-EC-011 It's the Law (Supply and Demand)</p> <p>LAP-EC-903 Be Resourceful (Economic Resources)</p> <p>LAP-EC-083 Up, Up, and Away (Inflation)</p> <p>LAP-EC-907 Who's the Boss? (Economic Systems)</p>
5. Define the basic elements of capitalism.	<p>EC:007 Explain the types of economic systems (CS)</p> <p>EC:009 Explain the concept of private enterprise (CS)</p>	<p>LAP-EC-907 Who's the Boss? (Economic Systems)</p> <p>LAP-EC-015 People Power (The Private Enterprise System)</p>
6. Explain how, in a free enterprise system, individuals attempt to maximize their profits based on their role in the economy.	<p>EC:007 Explain the types of economic systems (CS)</p> <p>EC:009 Explain the concept of private enterprise (CS)</p>	<p>LAP-EC-907 Who's the Boss? (Economic Systems)</p> <p>LAP-EC-015 People Power (The Private Enterprise System)</p>
7. Define characteristics of a market system (e.g., profit, competitive markets, and private ownership of property).	<p>EC:007 Explain the types of economic systems (CS)</p> <p>EC:009 Explain the concept of private enterprise (CS)</p>	<p>LAP-EC-907 Who's the Boss? (Economic Systems)</p> <p>LAP-EC-015 People Power (The Private Enterprise System)</p>

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8. Compare and contrast economic systems (e.g., traditional, market, command, and mixed) based on criteria such as freedom, efficiency, equity, security, employment, stability, and growth.	EC:007 Explain the types of economic systems (CS)	LAP-EC-907 Who's the Boss? (Economic Systems)
9. Analyze how economic systems, resources, and culture affect each other.	EC:007 Explain the types of economic systems (CS)	LAP-EC-907 Who's the Boss? (Economic Systems)
10. Analyze how a nation's wealth and trade potential are tied to its resources.	EC:016 Explain the nature of global trade (SP)	LAP-EC-916 Beyond US (Global Trade)
11. Suggest what a nation or business should do if economic resources are underutilized.	EC:107 Explain how organizations adapt to today's markets (SP)	LAP-EC-107 Keep the Change (Adapting to Markets)
12. Identify the location of concentrations of selected natural resources and describe how their acquisition and distribution generates trade and shapes economic patterns.	EC:109 Discuss the impact of globalization on business (SP)	
13. Analyze the concepts of trade-offs and opportunity cost.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
14. Evaluate the trade-offs of alternatives for solving societal problems according to economic goals (e.g., economic growth, equity, efficiency, security, employment, stability, and freedom).		
15. Explain how the United States' economy has changed from a rural to an industrial economy to a leader in the global economy.		

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16. Identify and explain various points of view concerning economic issues, such as taxation, unemployment, inflation, the national debt and distribution of income.		
17. Describe how personal decisions can have a global impact on issues such as trade agreements, recycling, and conserving the environment.		
18. Recommend what a nation or business could do to stimulate economic growth.		
19. Define and explain economic scarcity as it applies to production, consumption, and exchange.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
20. Ascertain why scarcity faces people at all times and interpret the relationship between trade-offs and opportunity costs.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
21. Explain why scarcity requires individuals, governments, and societies to make choices.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
22. Analyze how scarcity creates the need for economic policy and allocation.		
Competency B: Productivity	MBA Research Performance Indicators	LAPs
Tasks		
1. Define factors of production (e.g., labor, capital, entrepreneurship, and natural resources).	EC:003 Explain the concept of economic resources (CS)	LAP-EC-903 Be Resourceful (Economic Resources)
2. Explain the principle of diminishing returns and how it relates to productivity and consumption.	EC:023 Explain the impact of the law of diminishing returns (SP)	LAP-EC-023 Know Your Limits (Law of Diminishing Returns)

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3. Describe how investments in human and physical capital, including new technology, affect standard of living, quality of life, and increase productivity.	EC:013 Explain the concept of productivity (CS)	LAP-EC-018 Make the Most of It (Productivity)
4. Describe the impact of worker productivity (output per worker) on business, the worker, and the consumer.	EC:013 Explain the concept of productivity (CS)	LAP-EC-018 Make the Most of It (Productivity)
5. Explain how wages are affected by the market value and productivity of the individual working.	EC:006 Describe the functions of prices in markets (CS) EC:013 Explain the concept of productivity (CS)	LAP-EC-906 When More Is Less (Functions of Prices) LAP-EC-018 Make the Most of It (Productivity)
6. Define specialization and identify how specialization may affect the economy.	EC:014 Analyze impact of specialization/division of labor on productivity (SP)	LAP-EC-914 Divide and Conquer (Specialization and Division of Labor)
7. Give examples to explain how businesses and industry depend upon workers with specialized skills to make production more efficient.	EC:014 Analyze impact of specialization/division of labor on productivity (SP)	LAP-EC-914 Divide and Conquer (Specialization and Division of Labor)
8. Discuss the effects of government expenditures, regulations, and tax policies on productivity.	EC:008 Determine the relationship between government and business (CS)	LAP-EC-016 Regulate and Protect (Government and Business)
9. Analyze the impact of political actions, natural phenomena (e.g., wars, legislation, and natural disaster), and the investments in research and development on producers and production decisions.	EC:113 Describe the impact of the political environment on world trade (SP)	
10. Analyze and discuss economic indicators that reflect productivity.	EC:017 Explain the concept of Gross Domestic Product (GDP) (SP)	LAP-EC-917 Measure Up? (Gross Domestic Product)

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Competency C: Macroeconomics	MBA Research Performance Indicators	LAPs
Tasks		
1. Differentiate between microeconomists' and macroeconomists' approach to the economy and their solutions to economic problems.		
2. Analyze factors that are studied in determining the economic health of our economy.	EC:081 Discuss the measure of consumer spending as an economic indicator (SP) EC:083 Describe the economic impact of inflation on business (SP) EC:017 Explain the concept of Gross Domestic Product (GDP) (SP) EC:082 Discuss the impact of a nation's unemployment rates (SP) EC:084 Explain the economic impact of interest-rate fluctuations (SP) EC:018 Determine the impact of business cycles on business activities (SP)	LAP-EC-083 Up, Up, and Away (Inflation) LAP-EC-917 Measure Up? (Gross Domestic Product) LAP-EC-082 Help Wanted? (Impact of Unemployment Rates) LAP-EC-918 Boom or Bust (Impact of Business Cycles)
3. Discuss how changes in disposable income affect the economy.	EC:081 Discuss the measure of consumer spending as an economic indicator (SP)	
4. Explain the effects of leading economic indicators on a personal financial plan.		

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5. Identify and analyze leading economic indicators and the methods of using the indicators to validate opinions about the state of the economy in the near future.	<p>EC:081 Discuss the measure of consumer spending as an economic indicator (SP)</p> <p>EC:083 Describe the economic impact of inflation on business (SP)</p> <p>EC:017 Explain the concept of Gross Domestic Product (GDP) (SP)</p> <p>EC:082 Discuss the impact of a nation's unemployment rates (SP)</p> <p>EC:084 Explain the economic impact of interest-rate fluctuations (SP)</p> <p>EC:018 Determine the impact of business cycles on business activities (SP)</p>	<p>LAP-EC-083 Up, Up, and Away (Inflation)</p> <p>LAP-EC-917 Measure Up? (Gross Domestic Product)</p> <p>LAP-EC-082 Help Wanted? (Impact of Unemployment Rates)</p> <p>LAP-EC-918 Boom or Bust (Impact of Business Cycles)</p>
6. Illustrate and measure the impact of inflation and recession.	EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)
7. Evaluate the impact of employment/unemployment on production, consumption, and exchange.	EC:082 Discuss the impact of a nation's unemployment rates (SP)	LAP-EC-082 Help Wanted? (Impact of Unemployment Rates)
8. Define gross domestic product (GDP) and interpret fluctuations in the GDP.	EC:017 Explain the concept of Gross Domestic Product (GDP) (SP)	LAP-EC-917 Measure Up? (Gross Domestic Product)
9. Discuss major factors that affect the level of a country's gross domestic product (GDP) (e.g., quantity and quality of natural resources, quantity and quality of human capital, and quantity and quality of capital stock).	EC:017 Explain the concept of Gross Domestic Product (GDP) (SP)	LAP-EC-917 Measure Up? (Gross Domestic Product)
10. Locate the per capita GDP of various nations to compare the levels of economic well-being.		

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11. Differentiate between GNP, NDP, NI, PI, and DI.	EC:017 Explain the concept of Gross Domestic Product (GDP) (SP)	LAP-EC-917 Measure Up? (Gross Domestic Product)
12. Explain how the Consumer Price Index measures the rate of inflation and interpret its relationship to purchasing power.	EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)
13. Interpret economic data depicted through illustrations (e.g. tables, curves, graphs, ratios, percentages, indexes, and values)		
14. Construct tables and graphs depicting economic information (e.g., financial statements, pie charts, line graphs, and bar graphs).		
Competency D: Supply & Demand (Markets & Prices)	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the law of supply, the law of demand, and equilibrium price.	EC:005 Explain the principles of supply and demand (CS) EC:006 Describe the functions of prices in markets (CS)	LAP-EC-011 It's the Law (Supply and Demand) LAP-EC-906 When More Is Less (Functions of Prices)
2. Demonstrate an understanding of the supply and demand curves that show increases and decreases in quantity supplied and quantity demanded.	EC:005 Explain the principles of supply and demand (CS)	LAP-EC-011 It's the Law (Supply and Demand)
3. Appraise the effects of technological changes, changes in consumer preferences, price inputs, environment, and legislation on supply and demand and price of goods/services.	EC:005 Explain the principles of supply and demand (CS) EC:006 Describe the functions of prices in markets (CS)	LAP-EC-011 It's the Law (Supply and Demand) LAP-EC-906 When More Is Less (Functions of Prices)

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4. Describe the concept of elasticity and inelasticity and analyze elasticity as it applies to supply and demand and consumer decisions.	EC:005 Explain the principles of supply and demand (CS)	LAP-EC-011 It's the Law (Supply and Demand)
5. Explain how efficient production and allocation of goods and services in a market economy are based on pricing information.	EC:006 Describe the functions of prices in markets (CS)	LAP-EC-906 When More Is Less (Functions of Prices)
6. Describe how relative prices affect the buying and selling decisions of consumers and producers and illustrate how a change in price affects quantity demanded or quantity supplied.	EC:006 Describe the functions of prices in markets (CS)	LAP-EC-906 When More Is Less (Functions of Prices)
7. Describe how price ceilings and floors cause shortages or surpluses.		
Competency E: International Trade/Global Economics	MBA Research Performance Indicators	LAPs
Tasks		
1. Analyze the impact of world trade and relate it to the U.S. free enterprise system.	EC:016 Explain the nature of global trade (SP) EC:109 Discuss the impact of globalization on business (SP)	LAP-EC-916 Beyond US (Global Trade)
2. Explain the basic characteristics of international trade, including absolute and comparative advantage, barriers to trade, exchange rates, and balance of trade.	EC:016 Explain the nature of global trade (SP) EC:100 Describe the determinants of exchange rates and their effects on the domestic economy (SP)	LAP-EC-916 Beyond US (Global Trade) LAP-EC-100 Get Your Money's Worth (Exchange Rates)

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3. Analyze why trade barriers and why exchange rates affect the flow of goods and services among nations.	EC:016 Explain the nature of global trade (SP) EC:100 Describe the determinants of exchange rates and their effects on the domestic economy (SP)	LAP-EC-916 Beyond US (Global Trade) LAP-EC-100 Get Your Money's Worth (Exchange Rates)
4. Explain how currency exchange rates affect international trade.	EC:100 Describe the determinants of exchange rates and their effects on the domestic economy (SP)	LAP-EC-100 Get Your Money's Worth (Exchange Rates)
5. Discuss the advantages and disadvantages and distributive effects of trade restrictions (e.g., tariffs, quotas, and embargoes).	EC:112 Explain the impact of major trade alliances on business activities (SP)	
6. Analyze the impact of international issues and concerns on personal, national, and international economics.		
7. Explain how specialization promotes international trade and how international trade increases total world output and interdependence among nations.	EC:016 Explain the nature of global trade (SP)	LAP-EC-916 Beyond US (Global Trade)
Competency F: Market Structures (monopoly, oligopoly, etc.) and Competition	MBA Research Performance Indicators	LAPs
Tasks		
1. Differentiate the factors of competition in a free enterprise system and describe how those factors affect the everyday function of a business.	EC:012 Explain the concept of competition (CS)	LAP-EC-912 Ready, Set, Compete! (Competition)

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2. Analyze the role that supply and demand, competition, prices, incentives, and profits play in determining what is produced and distributed in a competitive market system.	EC:005 Explain the principles of supply and demand (CS) EC:006 Describe the functions of prices in markets (CS) EC:012 Explain the concept of competition (CS) EC:010 Identify factors affecting a business's profit (CS)	LAP-EC-011 It's the Law (Supply and Demand) LAP-EC-906 When More Is Less (Functions of Prices) LAP-EC-912 Ready, Set, Compete! (Competition) LAP-EC-910 Risk Rewarded (Factors Affecting Profit)
3. Explain how changes in the level of competition in different markets affect individuals and the economy.	EC:012 Explain the concept of competition (CS)	LAP-EC-912 Ready, Set, Compete! (Competition)
4. Explain how competition among sellers of a good or service generally results in lower prices for buyers and lower profits for sellers.	EC:012 Explain the concept of competition (CS)	LAP-EC-912 Ready, Set, Compete! (Competition)
5. Describe how competition among buyers of a good or service generally results in higher prices for buyers and higher profits for sellers.	EC:012 Explain the concept of competition (CS)	LAP-EC-912 Ready, Set, Compete! (Competition)
6. Discuss the major barriers to new firms entering a market and how the barriers affect the level of competition in an industry.	EC:065 Identify the impact of small business/entrepreneurship on market economies (CS)	
7. Explain how competition is maintained in the U.S. economy and how the level of competition varies in differing market structures (e.g., monopoly, oligopoly, monopolistic, and perfect competition).	EC:012 Explain the concept of competition (CS)	LAP-EC-912 Ready, Set, Compete! (Competition)
8. Compare and contrast the different types of market structure.	EC:012 Explain the concept of competition (CS)	LAP-EC-912 Ready, Set, Compete! (Competition)

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9. Describe the characteristics of monopolistic and oligopolistic competition and identify examples in the current market.	EC:012 Explain the concept of competition (CS)	LAP-EC-912 Ready, Set, Compete! (Competition)
10. Determine the role of government in preventing private monopolies and regulating public monopolies.	EC:012 Explain the concept of competition (CS)	LAP-EC-912 Ready, Set, Compete! (Competition)
Competency G: Investments and Interest Rates	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe and explain the role of money, banking, and savings in everyday life.	FI:060 Describe functions of money (medium of exchange, unit of measure, store of value) (PQ) FI:270 Explain the need to save and invest (CS)	
2. Interpret stock market purpose and function and analyze stock market performance.	NF:221 Track business environment changes that impact business financial results (e.g., stock market activity, economic developments, political development, competitive landscape changes, product issues, etc.) (CS) PD:238 Explain causes of stock price fluctuations (SP)	
3. Explain how interest rates are determined by market forces that influence the amount of borrowing and saving done by investors, consumers, and government officials.	EC:084 Explain the economic impact of interest-rate fluctuations (SP) EC:073 Discuss the nature of monetary policy (MN) EC:097 Explain the role of the Federal Reserve System (MN)	
4. Describe how interest rates balance savings and borrowing and affect consumer purchasing power.	EC:084 Explain the economic impact of interest-rate fluctuations (SP) EC:081 Discuss the measure of consumer spending as an economic indicator (SP)	

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5. Identify the risk/return trade-offs for saving and investing.	FI:270 Explain the need to save and invest (CS)	
6. Evaluate the impact of employment/unemployment on investment and savings.	EC:082 Discuss the impact of a nation's unemployment rates (SP)	LAP-EC-082 Help Wanted? (Impact of Unemployment Rates)
7. Describe how saving and investing influence economic growth (capital formation).	EC:074 Explain the concept of fiscal policies (MN)	
8. Explain the role of credit in a market economy.	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
9. Compare the advantages and disadvantages of using various forms of credit and the determinants of credit history.	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
Competency H: Role of Government	MBA Research Performance Indicators	LAPs
Tasks		
1. Analyze the changing relationships among business, labor, and government and how each has affected production, distribution, and consumption.	EC:008 Determine the relationship between government and business (CS)	LAP-EC-016 Regulate and Protect (Government and Business)
2. Distinguish between private goods and services (family car or a local restaurant) and public goods and services (interstate highway systems or U.S. Postal Service), and explain how and why public goods and services are provided.	EC:002 Distinguish between economic goods and services (CS)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services)
3. Explain how government's redistribution of income through taxation, spending, and assistance/entitlement programs affects the well-being of people and businesses in an economy.	EC:072 Describe the nature of taxes (SP)	LAP-EC-072 Pay Your Share (Business Taxes)

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4. Identify the types of taxes levied by differing levels of government (e.g., income tax, sales tax, and property tax).	EC:072 Describe the nature of taxes (SP)	LAP-EC-072 Pay Your Share (Business Taxes)
5. Analyze the relationship between the federal deficit and the national debt and how they are affected by the sources of national income and international trade.	EC:017 Explain the concept of Gross Domestic Product (GDP) (SP)	LAP-EC-917 Measure Up? (Gross Domestic Product)
6. Identify the impact of the political structure on economic systems.	EC:007 Explain the types of economic systems (CS)	LAP-EC-907 Who's the Boss? (Economic Systems)
7. Explain how laws and government policies (e.g., property rights, contract enforcement, and standard weights/measurements) establish rules that help a market economy function effectively.	EC:009 Explain the concept of private enterprise (CS)	LAP-EC-015 People Power (The Private Enterprise System)
8. Explain how government intervention with market prices can cause shortages or surpluses of a good or service (e.g., minimum wage policies, rent freezes, and farm subsidies).	EC:009 Explain the concept of private enterprise (CS)	LAP-EC-015 People Power (The Private Enterprise System)
9. Identify and evaluate how stabilizers (e.g., unemployment compensation, welfare benefits, Social Security, subsidies, and tax rates) affect economies in transition.		
Competency I: Monetary and Fiscal Policy	MBA Research Performance Indicators	LAPs
Tasks		
1. Differentiate between monetary and fiscal policies and identify when it may be appropriate to use a given policy.	EC:073 Discuss the nature of monetary policy (MN) EC:074 Explain the concept of fiscal policies (MN) EC:098 Describe the effects of fiscal and monetary policies (MN)	

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2. Identify the organization and functions of the Federal Reserve System and their influences on the economy.	EC:097 Explain the role of the Federal Reserve System (MN)	
3. Explain how federal budgetary policy and the Federal Reserve System's monetary policies influence overall levels of employment, interest rates, production, and prices.	EC:097 Explain the role of the Federal Reserve System (MN)	
4. Explain how the Federal Reserve System uses its control over the reserve ratio, open market operations, and the discount rate to control the money supply and the implementation of tight and easy money policy.	EC:097 Explain the role of the Federal Reserve System (MN)	
5. Determine how inflation, unemployment, and gross domestic product statistics are used in policy decisions.	EC:097 Explain the role of the Federal Reserve System (MN)	
6. Describe how fiscal, monetary, and regulatory policies affect overall levels of employment, output, and consumption.	EC:098 Describe the effects of fiscal and monetary policies (MN)	
Competency J: Types of Business/Economic Institutions	MBA Research Performance Indicators	LAPs
Tasks		
1. Compare and contrast different types of business ownership (e.g., corporation, partnership, and sole proprietorship).	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
2. Define the role of profit-making and not-for-profit companies in the U.S. economy.	EC:071 Describe types of business activities (CS)	LAP-EC-071 Strictly Business (Business Activities)

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3. Describe different kinds of economic institutions in the U.S. economy (e.g., households, businesses, financial institutions, government agencies, labor unions, and nonprofit organizations).	EC:008 Determine the relationship between government and business (CS) EC:015 Explain the concept of organized labor and business (SP) EC:071 Describe types of business activities (CS) FI:075 Describe types of financial-services providers (CS)	LAP-EC-016 Regulate and Protect (Government and Business) LAP-EC-915 Get United (Organized Labor) LAP-EC-071 Strictly Business (Business Activities)
4. Explain the role of banks in facilitating the exchange of financial resources (e.g., loans, creating money, checking accounts, and Federal Reserve System).	FI:075 Describe types of financial-services providers (CS)	
5. Explain how and why people who start new businesses take risks to provide goods and services, considering profits as an incentive.	EN:039 Describe the nature of entrepreneurship (SP)	
6. Explain the concept of organized labor and business.	EC:015 Explain the concept of organized labor and business (SP)	LAP-EC-915 Get United (Organized Labor)
Competency K: Business Cycles/Circular Flow	MBA Research Performance Indicators	LAPs
Tasks		
1. Define circular flow, interdependence, product market, and factors of production market.	EC:003 Explain the concept of economic resources (CS) EC:007 Explain the types of economic systems (CS) EC:072 Describe the nature of taxes (SP)	LAP-EC-903 Be Resourceful (Economic Resources) LAP-EC-907 Who's the Boss? (Economic Systems) LAP-EC-072 Pay Your Share (Business Taxes)
2. Describe the role of businesses and individuals in the circular flow.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)

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3. Explain how change in one component of the circular flow of economic activity affects other components.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
4. Describe the role of government in the circular flow (e.g. taxation, services, and national debt).	EC:008 Determine the relationship between government and business (CS)	LAP-EC-016 Regulate and Protect (Government and Business)
5. Define business cycle, prosperity, recession, depression, and recovery.	EC:018 Determine the impact of business cycles on business activities (SP)	LAP-EC-918 Boom or Bust (Impact of Business Cycles)
6. Compare and contrast the different stages of the business cycle (e.g. recover, expansion, trough, and peak).	EC:018 Determine the impact of business cycles on business activities (SP)	LAP-EC-918 Boom or Bust (Impact of Business Cycles)

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Competency A: Business Plan	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the benefits and liabilities of starting a business.	EN:039 Describe the nature of entrepreneurship (SP)	
2. Identify characteristics and technical skills needed by entrepreneurs.	EN:040 Explain the role requirements of entrepreneurs and owners (SP)	
3. Evaluate the types of business ownership/organization structure and understand the advantages and disadvantages of each.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
4. Conduct initial feasibility study by identifying industry trends, competition, and market segment using various research techniques.	EN:038 Determine feasibility of venture ideas (ON)	LAP-EN-038 Explore the Possibilities (Conducting Feasibility Studies)
5. Select a business opportunity based on research.	EN:038 Determine feasibility of venture ideas (ON)	LAP-EN-038 Explore the Possibilities (Conducting Feasibility Studies)
6. Create a company vision, mission, and short- and/or long-term strategic goals and plans.	SM:008 Develop company goals/objectives (ON) SM:009 Define business mission (ON) SM:012 Develop action plans (ON) SM:013 Develop business plan (ON)	LAP-SM-013 Plan for Success (Creating a Business Plan)
7. Determine business start-up date and location.		
8. Develop and implement financial/budgeting plans including start-up costs and funding needed to begin the business.	EN:009 Assess start-up requirements (ON) FI:043 Determine financing needed for business operations (ON)	

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9. Develop an organizational chart with staffing/human resource plans including job descriptions and recruitment techniques.	SM:032 Develop an organizational plan for human resources (MN)	
10. Prepare a management plan that incorporates legal requirements, business protection, quality control, and operations.	SM:049 Develop company's management plan (ON)	
Competency B: Financial Management	MBA Research Performance Indicators	LAPs
Tasks		
1. Select accounting system to apply good accounting practices.		
2. Plan and maintain a budget.	FI:099 Develop company's/department's budget (MN)	LAP-FI-099 Build Your Game Plan (Developing a Company/Department Budget)
3. Record business transactions to track business activities and manage cash and banking procedures.	FI:381 Journalize business transactions (CS)	
4. Collect and interpret financial data to prepare financial statements such as balance sheet, income statement, cash flow projections, and summary of sales and receipts.	FI:092 Prepare cash flow statements (MN) FI:149 Prepare income statements (MN) FI:393 Prepare balance sheets (MN)	
5. Interpret financial data and statements to develop short- and long-term budgetary plans, to determine point of profitability and viability, and to analyze cash flow forecast.	FI:541 Interpret cash-flow statements (SP) FI:102 Interpret financial statements (MN) FI:542 Monitor business's profitability (MN)	
6. Apply computational skills to computerized financial documents.		

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Competency C: Initial Capital and Credit	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify types of sources of credit and credit terms.	FI:002 Explain the purposes and importance of credit (CS) EN:015 Describe processes used to acquire adequate financial resources for venture creation/start-up (ON)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
2. Compare costs, qualifications, and procedures for various forms of credit.	EN:016 Select sources to finance venture creation/start-up (ON)	
3. Describe concepts of risk management including factors that affect business risk and rate of return.	SM:075 Explain the nature of risk management (SP) FI:041 Identify risks associated with obtaining business credit (ON)	LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management)
4. Complete credit forms and applications.	FI:033 Complete loan application package (ON) EN:043 Establish line of credit (ON)	
5. Discuss methods of solving credit problems.	FI:568 Control debt (CS)	
6. Describe concept of credit worthiness as it relates to credit records, ratings, reports, and laws.	FI:002 Explain the purposes and importance of credit (CS) FI:034 Explain loan evaluation criteria used by lending institutions (ON)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)

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7. Identify and maintain records of the initial capital assets (current assets; investments; property, plant, and equipment; and intangible assets).	EN:019 Describe considerations in selecting capital resources (ON) EN:020 Identify capital resources needed for the venture (ON) EN:021 Assess the costs/benefits associated with resources (ON) FI:691 Account for long-term assets (e.g., record acquisition, record depreciation/amortization, record disposal) (SP)	
Competency D: Marketing Management	MBA Research Performance Indicators	LAPs
Tasks		
1. Define the industry characteristics, major competitors, and market segment.	MP:004 Identify market segments (MN) MP:009 Conduct market analysis (market size, area, potential, etc.) (MN) MP:012 Conduct competitive analysis (MN)	
2. Determine, maintain, and improve the marketing mix (product, price, place, and promotion).	MP:018 Develop marketing plan (MN)	
3. Apply strategies for determining and adjusting prices to maximize return and meet customer's perceptions of value.	PI:007 Set prices (MN)	
4. Develop and deliver effective customer relation skills to provide good customer service.	CR:004 Demonstrate a customer service mindset (CS)	LAP-CR-004 Set Your Mind to It (Customer Service Mindset)
5. Establish selling philosophies to develop customer loyalty and profitability.		
6. Utilize standard processes to move, store, locate, and transfer ownership of goods and services.	CM:007 Coordinate channel management with other marketing activities (SP)	

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7. Disseminate information about products/services or firm to achieve a desired outcome for a product or service.	CR:076 Coordinate activities in the promotional mix (SP)	
8. Gather, access, synthesize, evaluate, and disseminate marketing information to make business decisions.	IM:297 Administer questionnaires (SP) IM:328 Conduct telephone interviews (SP) IM:349 Employ techniques to assess ongoing behavior (e.g., business records; manual record sheets; electronic recording devices for telephone, personal, and computer interviewing; smart cards; video recording) (SP) IM:463 Test alternatives (e.g., web pages, ads, appeals, etc.) (SP) IM:322 Conduct in-depth interviews (SP) IM:416 Interpret descriptive statistics for marketing decision making (SP)	
9. Identify current business trends to recognize changes needed in business operation.	NF:013 Describe current business trends (SP)	
Competency E: Personnel Management	MBA Research Performance Indicators	LAPs
Tasks		
1. Prepare organization chart and job descriptions to expedite workflow.	SM:032 Develop an organizational plan for human resources (MN) HR:518 Develop job descriptions and profiles (MN)	
2. Develop, explain, and maintain written personnel policies, rules and procedures including a grievance system, to ensure consistency and to help employees perform their jobs.	HR:464 Develop human-resources management policy/procedure manual (MN) HR:538 Develop an employee handbook (MN)	

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3. Evaluate the effects of employee absenteeism, errors, or other negative employee relations on business productivity.	NF:277 Identify and report factors negatively impacting productivity (SP)	
4. Plan, develop, and implement employee orientation and ongoing training programs.	HR:466 Implement employee-development program (SP) HR:447 Develop training program (MN)	
5. Develop employee recruitment plan to obtain qualified employees.	HR:498 Recruit new employees (SU)	
6. Develop and manage an organization's salary administration and benefits program to service employees with options and benefits.	HR:468 Determine components of total rewards system (MN) HR:479 Establish a benefits plan (MN) HR:466 Create a market-based pay system (MN)	
7. Develop and implement a plan for evaluation of employee performance and productivity.	HR:368 Assess employee performance (SU) HR:536 Develop performance management system (MN)	
8. Develop separation, termination, and transition procedures for processing employee personnel actions.		
9. Develop and communicate to employees the customer relations policy.		
10. Plan and manage work schedules and personnel to maximize operations.	HR:497 Schedule employees (SU)	
11. Maintain safe and healthful working conditions.	OP:008 Maintain a safe work environment (CS)	

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12. Identify and explore career opportunities to create a professional growth and development plan.	PD:023 Identify tentative occupational interest (CS) PD:034 Explain possible advancement patterns for jobs (PQ) PD:035 Identify skills needed to enhance career progression (SP)	
13. Exhibit positive work behaviors and personal qualities to enhance the work environment.	PD:013 Assess personal interests and skills needed for success in business (PQ) PD:020 Analyze employer expectations in the business environment (PQ)	
14. Motivate and supervise personnel to achieve completion of projects and company goals.	EI:059 Motivate team members (SP) HR:393 Supervise staff (SU)	LAP-EI-059 Raise Them Up (Motivating Others)
Competency F: Taxes	MBA Research Performance Indicators	LAPs
Tasks		
1. Demonstrate knowledge of the current state and federal regulations to apply the tax code professionally.	BL:009 Explain the nature of tax regulations on business (ON)	
2. Use tax preparation procedures to determine tax liability for the organization.	FI:652 File business tax returns (ON)	
3. Analyze tax structures and consequences to assist in business decision making.	EC:072 Describe the nature of taxes (SP) BL:011 Develop strategies for legal/government compliance (ON)	LAP-EC-072 Pay Your Share (Business Taxes)
4. Establish a tax plan to incorporate the impact of tax consequences on business decisions.	FI:776 Prepare federal, state, and local payroll tax returns and reports (MN) BL:011 Develop strategies for legal/government compliance (ON)	

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5. Apply regulations regarding employee/employer taxes.	FI:442 Calculate payroll taxes (SP) FI:443 Prepare federal, state, and local payroll tax returns and reports (SP)	
6. Complete and implement state sales tax requirements and regulations.		
Competency G: Community/Business Relations	MBA Research Performance Indicators	LAPs
Tasks		
1. Recognize the importance of union-management relationship and contracts to ensure business continuity.	EC:015 Explain the concept of organized labor and business (SP)	LAP-EC-915 Get United (Organized Labor)
2. Examine federal, state, and local current events to determine their impact on the organization.		
3. Develop and implement a public relations program for the company.	PR:290 Develop public relations/publicity plan to achieve communications objectives (MN)	
4. Apply ethical conduct in business relationships and community activities.	PD:262 Utilize an established professional code of ethics (MN) EI:132 Model ethical behavior (CS)	LAP-EI-132 Practice What You Preach (Modeling Ethical Behavior)
5. Explain role of business in the community.	PR:315 Explain the importance of company involvement in community activities (SP)	
6. Use appropriate methods to communicate business activities with the community and clients/customers.	PR:341 Participate in community outreach activities (SP)	

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Competency H: Government Regulations	MBA Research Performance Indicators	LAPs
Tasks		
1. Define, interpret, and apply federal, state, and local regulations to small business ownership.	BL:163 Comply with the spirit and intent of laws and regulations (CS)	LAP-BL-163 Laying Down the Law (Complying With the Spirit and Intent of Laws and Regulations)
2. Exhibit ethical conduct in business negotiations and decisions.	PD:262 Utilize an established professional code of ethics (MN) EI:132 Model ethical behavior (CS)	LAP-EI-132 Practice What You Preach (Modeling Ethical Behavior)
3. Understand the role of government in business.	EC:008 Determine the relationship between government and business (CS)	LAP-EC-016 Regulate and Protect (Government and Business)
4. Identify and keep current with laws and regulations that affect business practices.	BL:163 Comply with the spirit and intent of laws and regulations (CS)	LAP-BL-163 Laying Down the Law (Complying With the Spirit and Intent of Laws and Regulations)
Competency I: Legal Issues	MBA Research Performance Indicators	LAPs
Tasks		
1. Select professional advisors, for example accountant, attorney, and insurance agent.	EN:022 Use external resources to supplement entrepreneur's expertise (ON)	
2. Develop procedures for the legal review of documents and procedures, such as contracts.		
3. Develop procedures to retain records.		
4. Demonstrate knowledge of social, ethical, and legal issues for small businesses.	BL:001 Describe legal issues affecting businesses (SP) EC:106 Explain the nature of business ethics (SP)	LAP-EC-106 On the Up and Up (Business Ethics)

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5. Demonstrate knowledge and apply consumer protection laws.	PM:017 Identify consumer protection provisions of appropriate agencies (SP)	LAP-PM-007 Protect and Serve (Consumer Protection)
6. Explain expressed and implied warranties for sale of goods.	PM:020 Explain warranties and guarantees (CS)	LAP-PM-920 Promises, Promises (Warranties and Guarantees)
7. Apply legal interpretations to employee situations, retention of records, safety and security issues, and financial data.	BL:163 Comply with the spirit and intent of laws and regulations (CS)	LAP-BL-163 Laying Down the Law (Complying With the Spirit and Intent of Laws and Regulations)

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Competency A: Hospitality Marketing Concepts	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Describe the basic concepts of marketing as they relate to the hospitality industry.	MP:041 Explain the use of marketing strategies in hospitality and tourism (SP)	
2. Define the seven key marketing functions (Selling, Marketing Information Management, Financing, Pricing, Promotion, Product/Service Management, and Distribution).	MK:002 Describe marketing functions and related activities (CS)	LAP-MK-002 Work the Big Seven (Marketing Functions)
3. Define service marketing and how it relates to the hospitality industry.	MK:008 Differentiate between service marketing and product marketing (CS)	
4. Explain the impact of travel and tourism on the U.S. economy as well as worldwide.	EC:136 Explain the relationship between the economy and hospitality and tourism (SP)	
5. Describe various advertising strategies for the hospitality industry.	PR:082 Explain promotional methods used by the hospitality and tourism industry (SP)	
6. Explain public relations and publicity as they relate to the hospitality industry.	PR:003 Identify the elements of the promotional mix (SP)	LAP-PR-903 Spread the Word (Nature of the Promotional Mix)
7. Explain the role of demographics as it relates to hospitality management.	MP:035 Identify ways to segment hospitality and tourism markets (CS)	
8. Describe market segmentation and meeting the needs of various target markets in the hospitality industry.	MP:003 Explain the concept of market and market identification (CS) MP:035 Identify ways to segment hospitality and tourism markets (CS)	LAP-MP-003 Have We Met? (Market Identification)

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9. Explain the product and service mix for various types of hospitality businesses.	PM:081 Explain the concept of product in the hospitality and tourism industry (CS) PM:003 Explain the concept of product mix (SP)	LAP-PM-003 Mix and Match (The Nature of the Product Mix)
10. Describe marketing strategies for the hospitality industry.	MP:041 Explain the use of marketing strategies in hospitality and tourism (SP)	
Competency B: Types of Hospitality Markets and Customers		
Task / Skill		
1. Define the impact that a conference/convention center has on the hospitality industry for a city or region.	PD:413 Explain the purpose and scope of the conventions and meetings industry (SP)	
2. Describe the latest trends regarding the leisure traveler. (Eco/environmental, etc.)	NF:305 Describe current issues and trends in the hotel/lodging industry (SP) PD:404 Explain areas of specialization within the tour guide industry (e.g., historical, corporate, nature/eco, adventure, etc.) (SP)	
3. Define the different hotel and motel types.	PD:357 Describe lodging accommodation types and classifications (SP)	
4. Describe property wide amenities that meet the needs of the different target markets in the hospitality industry.	MK:028 Describe property features that influence customer appeal (SP)	
5. Explain the difference between a full-service and a limited-service hotel.	PD:358 Describe levels of service in lodging establishments (SP)	
6. Differentiate needs for various markets in the hospitality industry.	MP:035 Identify ways to segment hospitality and tourism markets (CS)	

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7. Describe financial criteria for different target markets in the hospitality industry.	MP:035 Identify ways to segment hospitality and tourism markets (CS)	
8. Analyze the importance of long-term hospitality relationships with other major industries and individuals.	CM:021 Explain the nature of affinity partner relationships (SP)	
9. Describe incentives and rewards for long-term repeat individuals/groups in the hospitality industry.		
10. Describe the value of customer feedback in the hospitality industry as it relates to improvement to product and service.		
Competency C: Hospitality Operation and Management Functions		
Task / Skill		
1. Select an accounting system using good accounting practices.		
2. Describe strategies and procedures for determining room rates and prices in the hotel industry.	PI:080 Explain considerations in hotel/lodging room pricing (SP)	
3. Collect and interpret financial data to prepare financial statements such as balance sheet, income statement, cash flow projections and summary of sales and receipts.	FI:092 Prepare cash flow statements (MN) FI:149 Prepare income statements (MN) FI:393 Prepare balance sheets (MN)	

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4. Interpret data from financial statements to develop short- and long-term budgetary plans, to determine point of profitability and viability and to analyze cash flow forecast (i.e. RevPar)	FI:812 Explain metrics used to measure lodging property performance (e.g., RevPar, Average Daily Rate [ADR], Average Room Rate [ARR], occupancy rates) (MN) FI:099 Develop company's/department's budget (MN) FI:102 Interpret financial statements (MN) FI:322 Determine product-line profitability (MN) FI:541 Interpret cash-flow statements (SP) FI:542 Monitor business's profitability (MN)	LAP-FI-099 Build Your Game Plan (Developing a Company/Department Budget)
5. Describe basic purchasing procedures commonly used in the hospitality industry.	OP:015 Explain the nature and scope of purchasing (CS)	LAP-OP-015 Buy Right (Purchasing)
6. List different sources of financing available for purchasing a hospitality business.	EN:015 Describe processes used to acquire adequate financial resources for venture creation/start-up (ON) FI:031 Explain sources of financial assistance (ON)	
7. Discuss strategies for increasing occupancy rates.		
8. Define occupancy rate and yield management in the hospitality industry.	FI:812 Explain metrics used to measure lodging property performance (e.g., RevPar, Average Daily Rate [ADR], Average Room Rate [ARR], occupancy rates) (MN)	
9. Explain the four basic functions of hospitality management (planning, organizing, implementing, controlling).	SM:001 Explain the concept of management (CS)	LAP-SM-001 Manage This! (Concept of Management)
10. Describe the importance of planning and forecasting for the hospitality industry.	SM:063 Discuss the nature of managerial planning (SP)	

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11. Analyze the importance of having good hospitality personnel to support meetings, events, and lodging for the customer.		
12. Explain the importance of strategic planning and synergy for successful management of hospitality events.	SM:063 Discuss the nature of managerial planning (SP)	
13. Describe the leadership characteristics and human relations skills that help managers influence employees to perform at a higher level.	SM:001 Explain the concept of management (CS)	LAP-SM-001 Manage This! (Concept of Management)
Competency D: Customer Service in the Hospitality Industry		
Task / Skill		
1. Describe in-room hotel amenities and explain why they are important to guests.	SE:491 Acquire knowledge of property capacity/amenities (CS)	
2. Describe property wide hotel amenities and explain why they are important to guests.	MK:028 Describe property features that influence customer appeal (SP) SE:491 Acquire knowledge of property capacity/amenities (CS)	
3. Determine, maintain, and improve the marketing mix (product, price, place and promotion.)	MP:018 Develop marketing plan (MN) MP:049 Evaluate marketing strategies (MN)	
4. Apply strategies for determining and adjusting prices to maximize on return and meet customer's perceptions of value.	PI:007 Set prices (MN) PI:008 Adjust prices to maximize profitability (MN)	
5. Develop and deliver effective customer relation skills in order to provide good customer service.	CR:004 Demonstrate a customer service mindset (CS) CR:055 Deliver positive moments of truth (CS)	LAP-CR-004 Set Your Mind to It (Customer Service Mindset)

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6. Establish effective selling philosophies in order to develop customer loyalty and profitability.	SE:518 Plan sales strategy (SP)	
7. Explain typical rating systems used in the lodging business.		
8. Conduct research to determine customer needs and wants in the hospitality industry.	SE:500 Determine hospitality and tourism customer/guest needs (CS)	
9. Gather and evaluate marketing information to make hospitality business decisions.	NF:284 Obtain business information from customer databases (CS) NF:286 Obtain hospitality and tourism information from online sources (e.g., search engines, online databases, blogs, forums, listservs, web analytics, social media, geolocation services) (SP)	
9. Analyze the characteristics, motivations, and behaviors of hospitality consumers.	MK:014 Explain factors that influence customer/client/business buying behavior (SP) SE:112 Differentiate between consumer and organizational buying behavior (SP) MK:029 Explain factors that influence customer selection of food places and menu items (SP) MK:032 Explain reasons that people travel (CS) MK:033 Describe reasons that people choose destinations (CS) SE:509 Discuss motivations of travelers (SP)	LAP-MK-014 Cause and Effect (Buying Behavior)

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Competency E: Human Resource Management in the Hospitality Industry		
Task / Skill		
1. Explain basic activities for front-of-the-house and back-of-the-house operations in a hotel.	PD:360 Explain the nature of front office operations (SP) PD:362 Explain the nature of back-of-the house operations (SP)	
2. Identify various types of employee compensation and recognition.	HR:390 Discuss employee compensation (SU)	
3. Evaluate the effects of employee absenteeism, errors or other negative employee behaviors on business productivity.	HR:452 Explain labor-relations issues (SP)	
4. Plan, develop and implement employee orientation and training programs.	HR:360 Orient new employees (CS) HR:361 Orient new employees (management's role) (SU) HR:392 Train staff (SU) HR:447 Develop training program (MN)	
5. Develop an employee recruitment plan designed to identify and hire qualified employees.	HR:421 Develop strategies to market the organization to potential employees (MN)	
6. Describe the salary and fringe benefit package that will attract the best employees to the hospitality industry.	HR:390 Discuss employee compensation (SU) HR:468 Determine components of total rewards system (MN)	
7. Develop a plan for evaluation of employee performance and productivity.	HR:463 Develop written performance-management procedures (MN) HR:536 Develop performance management system = (MN)	

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8. Develop separation, termination and transition procedures for processing employee personnel actions.		
9. Plan and manage work schedules and personnel to maximize operations.	HR:566 Schedule staff (SU)	
10. Describe safe working conditions in the hospitality industry to include OSHA Guidelines.	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
11. Identify and explore career opportunities to create a professional growth and development plan.	PD:272 Explain career opportunities in hospitality and tourism (CS)	LAP-PD-272 Career Opportunities in Hospitality and Tourism
12. Exhibit positive work behaviors and personal qualities to enhance the work environment.	EI:004 Demonstrate ethical work habits (PQ)	LAP-EI-004 Work Right (Demonstrating Ethical Work Habits)
13. Motivate and supervise personnel to achieve completion of projects and company goals.	HR:401 Ensure staff understanding of responsibilities, duties, functions, and authority levels (SU) HR:567 Coordinate efforts of service teams to achieve customer service goals (MN)	
14. Develop an organizational chart with staffing/human resource plans including job descriptions and recruitment techniques.	SM:032 Develop an organizational plan for human resources (MN) HR:518 Develop job descriptions and profiles (MN)	
15. Identify ways to improve employee morale and customer satisfaction.		
16. Identify basic principles of organized labor and describe its influence on the hospitality industry.	EC:015 Explain the concept of organized labor and business (SP) HR:452 Explain labor-relations issues (SP) EC:053 Describe the impact of unions on the event industry (SP)	LAP-EC-915 Get United (Organized Labor)

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17. Explain the impact of equal employment opportunity and affirmative action on the hospitality industry.	HR:515 Discuss issues associated with workplace diversity (e.g., ethnic, generational, religious, gender) (SP)	
18. Identify personal characteristics of effective employees within the hospitality industry.	El:090 Describe personal traits important to success in hospitality and tourism (PQ)	
19. Identify global factors affecting the future of the hospitality workforce.	EC:101 Explain labor issues associated with global trade (SU)	
20. Identify technology and other factors affecting the future hospitality workforce.	NF:060 Explain ways that technology impacts the hospitality and tourism industry (PQ)	
Competency F: Legal Issues, Financial Management, and Budgeting for the Hospitality Industry		
Task / Skill		
1. Describe the type of liability insurance needed in the hospitality industry.	PD:328 Explain the nature of commercial liability insurance (SP) FI:793 Explain the need for event insurance (SP)	
2. Describe accommodations that meet ADA standards.	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
3. Interpret the information found on financial statements in the hospitality industry.	FI:091 Describe the nature of cash flow statements (SP) FI:093 Explain the nature of balance sheets (SP) FI:094 Describe the nature of income statements (SP)	LAP-FI-091 Count the Cash (Cash Flow Statements) LAP-FI-093 The Right Balance (The Nature of Balance Sheets) LAP-FI-094 Watch Your Bottom Line (Income Statements)

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4. Explain the relationship between occupancy rate and budget for a hospitality venue.	FI:812 Explain metrics used to measure lodging property performance (e.g., RevPar, Average Daily Rate [ADR], Average Room Rate [ARR], occupancy rates) (MN)	
5. Explain rack rates, business rates, and leisure rates in the hospitality industry.	FI:812 Explain metrics used to measure lodging property performance (e.g., RevPar, Average Daily Rate [ADR], Average Room Rate [ARR], occupancy rates) (MN)	
6. Demonstrate knowledge of social, ethical and legal issues of the hospitality industry.	PD:400 Discuss the role of ethics in hospitality and tourism (SP) BL:065 Explain the nature of regulations affecting the hospitality and tourism industry (SP)	
7. Explain the legal aspects of contracts in the hospitality industry.	BL:168 Distinguish between letters of agreement and contracts (SP) BL:169 Explain the use of hotel management contracts (SP)	
8. Apply legal interpretations to employee situations, retention of records, safety and security issues and financial data.		
9. Demonstrate knowledge of consumer protection laws.	BL:135 Describe the rights of customers in the hospitality and tourism industry (SP)	
10. Develop procedures for the legal review of documents and procedures, such as contracts.		
11. Analyze the impact of Federal, State and Local government regulations on the hospitality industry.	BL:065 Explain the nature of regulations affecting the hospitality and tourism industry (SP)	

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12. Implement safety, health, and environmental controls to minimize loss and risk.	<p>OP:660 Monitor group's activities to ensure compliance with safety regulations (CS)</p> <p>OP:541 Enhance guest safety through access control procedures (MN)</p> <p>OP:543 Develop safety policies/procedures to prevent sanitation problems (MN)</p> <p>OP:134 Practice safe and sanitary handling/disposal of wastes/recyclables (PQ)</p>	
13. Identify reasons for liability insurance and disclaimers in the hospitality industry.		
14. Analyze the importance of guest security and anonymity in the hospitality industry.	<p>OP:115 Explain security considerations in the hospitality and tourism industry (CS)</p> <p>OP:518 Comply with strategies to protect digital customer data (e.g., information about customers, customers' credit-card numbers, passwords, customer transactions) (SP)</p> <p>OP:545 Explain hotel security considerations (SP)</p> <p>OP:546 Use key-control measures to protect guests (SP)</p>	
Competency G: Current Hospitality Industry Trends		
Task / Skill		
1. Describe the impact of technology on the reservation business/process.	NF:301 Discuss online guest reservation systems (SP)	
2. Describe the latest trends and technologies affecting business travelers.	<p>NF:305 Describe current issues and trends in the hotel/lodging industry (SP)</p> <p>NF:319 Identify issues and trends in travel and tourism (SP)</p>	

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3. Describe the latest trends affecting leisure	NF:048 Describe current issues and trends in the hospitality and tourism industry (SP)	
4. Describe how advances in technology allow the hospitality industry to keep up-to-date customer records.	NF:060 Explain ways that technology impacts the hospitality and tourism industry (PQ)	
5. Explain hospitality industry processes for the collection of customer database information.	NF:279 Explain the need for hospitality and tourism business information (CS)	
6. Describe advances in technology that benefit hotel guests. the latest technology available to hotel guests.	NF:305 Describe current issues and trends in the hotel/lodging industry (SP)	
Competency H: Environmental, Ethical, and Global Issues for the Hospitality Industry		
Task / Skill		
1. Identify factors that encourage influence global tourism.	MK:034 Describe factors influencing customer willingness to travel to a destination (SP)	
2. Explain special considerations for international travelers. ADA?		
3. Describe the importance of global travel.	MP:047 Explain segments of the tour market (e.g., mode of transport, distance to destination, length of vacation, travel season, etc.) (SP)	
4. Apply ethical conduct in dealing with international business transactions.	PD:400 Discuss the role of ethics in hospitality and tourism (SP)	
5. Describe environmentally sound practices regarding guests in the hospitality industry.	OP:658 Identify environmental sustainability issues in hospitality and tourism (SP)	
6. Describe environmentally sound practices for hospitality industry properties.	OP:658 Identify environmental sustainability issues in hospitality and tourism (SP)	

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7. Exhibit ethical and legal social behaviors when using information and technology in the hospitality industry and discuss the consequences of misuse.	PD:400 Discuss the role of ethics in hospitality and tourism (SP) BL:065 Explain the nature of regulations affecting the hospitality and tourism industry (SP)	
8. Apply a professional code of ethics to a workplace problem or issue.	EI:125 Recognize and respond to ethical dilemmas (CS)	LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas)
9. Explain the relationship of business ethics to product/service management.	PM:040 Explain business ethics in product/service management (SP)	LAP-PM-040 Safe and Sound (Ethics in Product/Service Management)
10. Describe the role of ethics and social responsibility on decision making in the hospitality industry.	PD:400 Discuss the role of ethics in hospitality and tourism (SP) EC:070 Explain the role of business in society (CS)	LAP-EC-070 Business Connections (Business and Society)
11. Explain lodging and tourism taxes imposed by states, and counties.	FI:799 Discuss lodging tax structures (SP) BL:177 Describe the nature of tax regulations affecting tourism (SP)	
12. Identify current laws and regulations that impact the hospitality industry.	BL:065 Explain the nature of regulations affecting the hospitality and tourism industry (SP)	
13. Explain the ripple direct and indirect effect of tourism dollars.	PD:417 Discuss the effect of tourism on the community (e.g., transportation systems, safety, security) (SP)	
14. Demonstrate the economic impact of tourism on a state's economy.	PD:417 Discuss the effect of tourism on the community (e.g., transportation systems, safety, security) (SP)	

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15. Explain the economic role played by the hospitality industry in satisfying customer needs and wants in a free enterprise system.	EC:136 Explain the relationship between the economy and hospitality and tourism (SP)	
16. Explain the importance of monitoring economic trends in the hospitality industry as it relates to sales strategies for different economic cycles.	EC:136 Explain the relationship between the economy and hospitality and tourism (SP)	
Competency I: Hotel Sales Process		
Task / Skill		
1. Explain strategies for increasing sales in the hospitality industry as it relates to rooms, commodities, attractions etc.	MP:041 Explain the use of marketing strategies in hospitality and tourism (SP)	
2. Describe the impact of internet sales on the hospitality industry.	OP:555 Describe distribution systems used in lodging (e.g., global distribution systems [GDS], intersell agencies, property direct reservation channels, central reservation system, affiliate and non-affiliate networks, Internet, etc.) (CS) NF:301 Discuss online guest reservation systems (SP)	
3. Identify markets for potential group sales.	MP:035 Identify ways to segment hospitality and tourism markets (CS)	
4. List sales strategies for event marketing as it relates to business.	MP:001 Explain the concept of marketing strategies (CS) MP:041 Explain the use of marketing strategies in hospitality and tourism (SP)	LAP-MP-001 Pick the Mix (Nature of Marketing Strategies)
5. List sales strategies as it relates to leisure/industrial customers.	MP:041 Explain the use of marketing strategies in hospitality and tourism (SP)	

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6. Apply the steps of the sales process in the hospitality industry.	SE:499 Establish relationship with hospitality and tourism customer/guest (CS) SE:500 Determine hospitality and tourism customer/guest needs (CS) SE:221 Recommend hospitality and tourism services (SP)	
7. Describe different sales promotions used in the lodging industry.	PR:443 Explain considerations in designing sales-promotion materials for use in travel and tourism (SP)	
8. Identify successful strategies for the hospitality industry that are designed to generate repeat business.		
9. Explain how sales efforts are tied to personal service.	SE:076 Explain the role of customer service as a component of selling relationships (CS)	LAP-SE-076 Go Beyond the Sale (Customer Service in Selling)
10. Identify characteristics of an effective salesperson as it relates to the sale, communication after the sale and follow up in the hospitality industry.		
11. Identify customer prospecting strategies for the hospitality industry.	SE:001 Prospect for customers (SP)	LAP-SE-001 Digging for Sales (Prospecting for Customers)
12. Describe elements of the hospitality sales contract.	BL:168 Distinguish between letters of agreement and contracts (SP)	
13. Describe effective strategies for servicing hospitality meetings and hotel individual guests.	CR:067 Explain the importance of meeting and exceeding customer/guest expectations (CS)	
14. Describe sales strategies for economic downturns.		

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Competency J: Manage the Strategic Plan for a Meeting or Event		
Task / Skill		
1. Develop a mission statement to specify the purpose, philosophy, and target markets for the event.	PJ:017 Determine event vision, mission, and goals (MN) MP:043 Identify event market segments (SP)	
2. Create goal statements to specify how the event will achieve its mission.	PJ:017 Determine event vision, mission, and goals (MN)	
3. Work with, communicate, and understand the event stakeholder goals.	PJ:018 Identify event's stakeholders and their concerns (MN) PJ:019 Determine strategies to respond to and manage stakeholder concerns (MN)	
4. Conduct surveys or evaluations to improve future events.	PJ:079 Document lessons learned (MN)	
5. Understand the value of networking with resource people involved with previous hosting and event organization committees.		
6. Develop a profile of potential attendees.	MP:044 Develop event participant profile (SP)	
7. Identify the planning cycle, sponsorship opportunities, human resources needs, and marketing for an event.	PJ:011 Explain the nature of event planning (SP) PJ:021 Determine sponsorship/vendor goals and objectives (MN) HR:558 Determine staffing needs for events (SP) MK:024 Explain the nature of event marketing (CS)	

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8. Compile financial information using balance sheets, income statements, cash flow statements, and break-even analysis.	FI:795 Develop event budget (SP) FI:796 Forecast revenue (MN) FI:797 Determine economic impact of events (MN) PI:072 Determine cost of event (breakeven, profit margin) (MN)	
9. Compare the meeting event progress to the mission statement, goals, and objectives.		
10. Monitor cash flow to determine financial standing.		
11. List professional assistance available for financial management of an event.		
12. Review evaluations and feedback from previous events.	PJ:015 Conduct pre-event research (e.g., event history, event brand image, event risks) (SP)	
13. Determine short- and long-term impacts of events.	FI:797 Determine economic impact of events (MN)	
14. Comply with legislation (environmental, local zoning, human rights, health, and safety, labor).	ECI053 Describe the impact of unions on the event industry (SP) PJ:036 Identify health and safety requirements (SP) PJ:038 Determine event's required contracts, licenses, and intellectual property use restrictions (SP)	
15. Integrate environmental awareness into meeting or event management.		
16. Apply conservation practices (reduce energy, reduce water consumption, minimize pollution.		

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17. Measure the value of a business or entertainment event.	FI:797 Determine economic impact of events (MN)	
18. Develop an event evaluation plan.	PJ:022 Determine metrics for evaluating event success (e.g., participation or attendance, revenue goals, desired sponsorships, cost containment, satisfaction levels) (MN) PJ:023 Establish event evaluation process (MN)	
19. Collect and understand critical benchmarks for an event.	PJ:022 Determine metrics for evaluating event success (e.g., participation or attendance, revenue goals, desired sponsorships, cost containment, satisfaction levels) (MN)	
20. Evaluate collected event information success or failure.	PJ:077 Determine whether goals/objectives were met (MN)	
21. Develop a summary report to evaluate the event and plan for future events.	PJ:079 Document lessons learned (MN)	
22. Explain a risk management strategy for event management.		
23. Identify risk associated with events that require insurance.	RM:098 Identify risks to successful event execution (SP)	
24. Prepare risk management strategies for events.	RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN) RM:100 Determine risk management plan (MN)	

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Competency K: Project Management		
Task / Skill		
1. Develop a project plan for an event.	PJ:053 Develop event plan (MN)	
2. Identify target markets, event planning tools (Gantt chart, software, etc.), stakeholder requirements, and processes to deliver the event.	MP:043 Identify event market segments (SP) MP:044 Develop event participant profile (SP) NF:130 Utilize project-management software (SP) PJ:018 Identify event's stakeholders and their concerns (MN)	
3. Review previous event plans.	PJ:015 Conduct pre-event research (e.g., event history, event brand image, event risks) (SP)	
4. Identify financial, material, and staff resources available for an event.	PJ:025 Identify resources needed for event (SP) HR:558 Determine staffing needs for events (SP)	
5. Develop a theme, marketing plan, and public relations plan for an event.	PR:405 Plan a public-relations strategy (MN)	
6. Explain branding for an event.	PM:288 Explain the nature of event branding (SP)	
7. Determine event stakeholders' expectations.	PJ:018 Identify event's stakeholders and their concerns (MN)	
8. Explain the brainstorming process for developing an event.		
9. Select cost effective strategies to carry out events.		
10. Identify specific, realistic, measurable and achievable tasks and phases required to meet event objectives.		
11. Develop an integrated communication plan for an event.	PJ:046 Develop marketing communications plan (MN)	

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12. Explain data collection and reporting procedures for events.	NF:297 Use event-management tools to monitor and communicate event planning progress (SP)	
13. Design event participant evaluation forms and use the feedback to improve future events.		
Competency L: Manage the Event		
Task / Skill		
1. Identify specific tasks and projects required to achieve the mission, goals, and objectives of an event.	PJ:053 Develop event plan (MN)	
2. Prioritize tasks and projects required for an event.	PJ:053 Develop event plan (MN)	
3. Set critical event timelines.	PJ:034 Determine event planning timeline (SP) PJ:047 Develop event production schedule (MN) PJ:052 Create event milestone schedule (MN)	
4. Delegate tasks to specific individuals or groups based on skills or areas of expertise.	HR:559 Develop staffing plan to meet predicted demand (MN)	
5. Explain key elements of event contracts.	PJ:038 Determine event's required contracts, licenses, and intellectual property use restrictions (MN)	
6. Negotiate contracts that are beneficial for all parties involved.	PI:075 Negotiate venue charges (MN) PI:076 Negotiate hotel/lodging rates and amenities (MN) PI:077 Negotiate tour packages and participant activity charges (MN)	
7. Develop a sequence of activities for an event.	OP:532 Coordinate design of event-related activities (SP) PJ:052 Create event milestone schedule (MN)	

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8. Implement risk management techniques and strategies to minimize disruption to event attendees.	RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN) RM:100 Determine risk management plan (MN)	
9. Explain all event procedures to personnel working the event.	HR:560 Orient volunteers (SU)	
10. Maintain flow/sequence of activities during and event.		
Competency M: Hospitality Marketing Concepts		
Task / Skill		
1. Explain risk management for an event.	SM:075 Explain the nature of risk management (SP)	LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management)
2. Identify risks associated with an event.	RM:098 Identify risks to successful event execution (SP)	
3. Determine scope and nature of legal, ethical, and regulatory obligations associated with an event.	BL:165 Describe legal issues affecting the event management industry (SP)	
4. Describe insurance needed to cover an event.	FI:793 Explain the need for event insurance (SP)	
5. Determine what is exposed to damage, loss or liability (property, persons, cash, reputation, environment)	RM:098 Identify risks to successful event execution (SP)	
6. Describe unexpected events.	RM:098 Identify risks to successful event execution (SP)	
7. Define risk management for an event.	RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN)	

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8. List options to cover event risks.	RM:100 Determine risk management plan (MN)	
9. Identify health and safety requirements associated with an event.	PJ:036 Identify health and safety requirements (SP)	
10. Establish risk management policies and procedures.	RM:100 Determine risk management plan (MN)	
11. Develop emergency response plans.	RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN)	
12. Explain the need for law enforcement security at an event.		
Competency N: Develop Financial Resources		
Task / Skill		
1. Explain the sponsorship process for an event.		
2. Describe sponsorship levels.	PJ:021 Determine sponsorship/vendor goals and objectives (MN)	
3. Gain support of key stakeholders for the proposed sponsorship arrangements.		
4. Identify potential sponsors.	PR:399 Describe participation factors evaluated by event sponsors/speakers (SP)	
5. Explain sponsor benefit packages.	PR:404 Create sponsorship package materials (MN)	
6. Explain the importance of maintaining relationships with sponsors.		
7. Manage contractual fulfillment by event sponsors	PJ:063 Confirm vendors/speakers/sponsors/transportation (SP)	
8. Identify potential donors and donor opportunities.		

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9. Determine the need for donor recognition.		
10. Describe the procedure for soliciting donors.	CO:211 Solicit event sponsors/vendors/speakers (SP)	
11. Manage the event registration process.	PJ:035 Determine event registration process (SP) PJ:066 Maintain registration area (CS)	
Competency O: Manage the Event Budget		
Task / Skill		
1. Develop budget categories and format.	FI:794 Describe the nature of event budgeting (SP) FI:795 Develop event budget (SP)	LAP-FI-106 Money Tracks (Nature of Budgets)
2. Determine potential sources of revenue (grants, sponsorships, registration, exhibitor fees).	FI:796 Forecast revenue (MN)	
3. Allocate budget amounts for event activities.	PJ:051 Set event budget (MN)	
4. Establish a contingency plan and funds for the events.	RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN)	
5. Specify fixed and variable costs for an event.	PJ:051 Set event budget (MN)	
6. Determine profit requirements for an event.	PJ:022 Determine metrics for evaluating event success (e.g., participation or attendance, revenue goals, desired sponsorships, cost containment, satisfaction levels) (MN) PI:072 Determine cost of event (breakeven, profit margin) (MN)	
7. Collect and analyze information related to current market conditions.		
8. Explain cash flow requirements for an event.	PI:072 Determine cost of event (breakeven, profit margin) (MN)	

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9. Explain why budgets must be reviewed and adjusted.	FI:794 Describe the nature of event budgeting (SP)	
10. Revise or reallocate funds to cover unexpected expenditures or revenues.		
11. Describe security procedures for handling cash at an event.		
12. Communicate policies and procedures to staff and volunteers for an event to prevent theft.		
Competency P: Human Resources		
Task / Skill		
1. Develop selection process for staff.		
2. Describe employment conditions.		
3. Explain a job description and job requirements.		
4. Explain the methods to recruit target groups.		
5. Evaluate and adjust the interview process to select the best employees.	HR:355 Interview job applicants (SU)	
6. Understand labor laws.	BL:007 Explain the nature of human resources regulations (SU) BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
7. Use effective interview protocols.	HR:355 Interview job applicants (SU)	
8. Explain the reference check for potential employees.		

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9. Communicate with all individuals who apply for a position.		
10. Select and retain the best employees.	HR:356 Select and hire new employees (SU)	
Competency Q: Train and Manage Staff and Volunteers		
Task / Skill		
1. Describe employee orientation.	HR:560 Orient volunteers (SU)	
2. Develop an employee training program.		
3. Assess employee training needs.		
4. Describe orientation and employee training procedures.	HR:560 Orient volunteers (SU)	
5. List the best strategies for delivering employee training.	HR:362 Explain the role of training and human resources development (SU)	
6. Determine successful training results.		
7. Create a job description.		
8. Describe strategies to motivate employees and volunteers.	HR:561 Coach volunteers (SU)	
9. Design strategies to maximize employee and volunteer retention.	HF:513 Foster employee engagement and commitment (SU)	
10. Define the purpose of the event management team.		
11. Determine performance indicators to evaluate employee performance.		
12. Design exit interviews to determine the reason for employee turnover.	HR:512 Manage employee turnover (HR)	

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Competency R: Manage Stakeholder Relationships		
Task / Skill		
1. Identify internal and external event stakeholders	PJ:018 Identify event's stakeholders and their concerns (MN)	
2. Describe the desired impact of an event.	PJ:017 Determine event vision, mission, and goals (MN)	
3. Prioritize stakeholders according to power, influence, and interest.		
4. Recognize and integrate varied interests and goals of stakeholders	PJ:019 Determine strategies to respond to and manage stakeholder concerns (MN)	
5. Develop a code of ethics including customer rights.		
6. Determine the best channels of communication for stakeholders.		
7. Monitor activities, products, and services offered by competitors.		
8. Ensure staff understands expectations of stakeholders.		
Competency S: Design the Program		
Task / Skill		
1. Create a mission statement, goals, and objectives for an event.	PJ:017 Determine event vision, mission, and goals (MN)	
2. Determine program components for the event.		
3. Evaluate previous year's event.	PJ:015 Conduct pre-event research (e.g., event history, event brand image, event risks) (SP)	

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4. Identify the desired program components (speakers, entertainment, attractions, activities, etc.)	PJ:059 Select speakers/performers (MN) PR:408 Determine event-related activities to engage participants (SP)	
5. Communicate event needs with speakers and entertainers.		
6. Match program format and outcomes to stakeholder objectives.	PJ:019 Determine strategies to respond to and manage stakeholder concerns (MN)	
7. Determine location and duration requirements for each event component.		
8. Create a program agenda.		
9. Assign agenda items to appropriate staff.		
10. Create agenda contingency plans.	RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN)	
Competency T: Engage Speakers and Performers		
Task / Skill		
1. Determine the role of speakers and performers for an event.		
2. Match the speakers and performers to audience demographics.	PJ:059 Select speakers/performers (MN) PJ:043 Establish speaker/performer selection criteria (MN)	
3. Create the speaker/performer contract.		

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4. Communicate event expectations to the speaker/performer.		
5. Determine the logistics for the speaker/performer at the event.	PJ:063 Confirm vendors/speakers/sponsors/transportation (SP)	
Competency U: Food and Beverage Sales		
Task / Skill		
1. Determine food and beverage service requirements.	Pj:037 Identify food and beverage requirements (SP)	
2. Offer menus that meet the customer's dietary and budgetary needs.	PM:311 Plan menu mix (MN)	
3. Plan the appropriate food service style.		
4. Select food and beverage providers.		
5. Follow rules regarding alcohol sales, group size, security requirements.		
6. Identify room set up.	PJ:031 Define conference room/banquet room requirements (SP)	
7. Address liability and insurance requirements.	FI:793 Explain the need for event insurance (SP)	
Competency V: Meeting Design and Layout		
Task / Skill		
1. Establish functional requirements for the event.	PJ:039 Determine site selection criteria (SP)	
2. Select décor and furnishings for the event.	PJ:041 Select event décor (SP)	
3. Coordinate meeting or event signage.	PR:407 Select event signage (SP)	
4. Determine requirements for staging and technical equipment.		
5. Describe the role of meeting set-up companies.		

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6. Install staging and technical equipment.		
7. Manage and oversee technical production operation.		
Competency W: Managing Movement of Attendees		
Task / Skill		
1. Develop admittance credential systems.		
2. Select crowd management techniques.	PJ:045 Develop crowd-management plan (MN)	
3. Understand event protocol (titles, invitations, reception room, seating arrangements, introductions, security)		
Competency X: Event Site Selection and Management		
Task / Skill		
1. Determine site specifications.	PJ:039 Determine site selection criteria (SP) PJ:057 Complete room specification sheets (SP) PJ:058 Document functional site specifications (SP)	
2. Identify and inspect sites.		
3. Design the site layout.	PJ:040 Determine site layout (SP)	
4. Create logistics action plan for site set-up and take-down.	PJ:057 Complete room specification sheets (SP) PJ:058 Document functional site specifications (SP)	
5. Set up the site.	PJ:061 Set up banquet/conference rooms (CS)	
6. Monitor the site during the event.	PJ:071 Monitor event areas (SP)	
7. Take down the site.	PJ:075 Tear down event areas (banquet rooms, meeting rooms, tents, temporary seating, staging, carpeting, etc.) (CS)	

FBLA HS: Hospitality & Event Management

Competency Y: Marketing the Event		
Task / Skill		
1. Conduct a situational analysis.	PJ:013 Explain the role of situation analysis in the event planning process (SP)	
2. Define target market segments.	MP:043 Identify event market segments (SP)	
3. Develop branding for an event.	PM:292 Create brand (MN)	
4. Select marketing distribution channels.		
5. Develop an integrated marketing strategy for the event.	MP:018 Develop marketing plan (MN)	
6. Implement the marketing plan.		
7. Determine needed marketing materials for an event.		
8. Develop content and design parameters for an event.	OP:533 Coordinate design of event-related materials (SP)	
9. Produce marketing materials for an event.		
10. Develop the advertising plan for an event.		
11. Coordinate sales promotions for events.		
12. Tie the event to a public relations campaign.	PR:405 Plan a public-relations strategy (MN)	
13. Develop a media relations plan for an event.		
14. Develop the sales plan for the event.		
15. Conduct sales activities.		
16. Determine different sales platforms for events.		

FBLA HS: Hospitality & Event Management

Competency Z: Communication and Professionalism		
Task / Skill		
1. Define the effective elements of communication.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
2. Establish lines of communication for effective events.		
3. Define communication procedures and protocols.		
4. Communicate verbally and in writing.	EI:129 Foster open, honest communication (SP)	LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication)
5. Use communication tools/equipment effectively.		
6. Make effective presentations.	CO:025 Make oral presentations (SP)	LAP-CO-025 Well Said! (Making Oral Presentations)
7. Plan and conduct meetings.	CO:052 Conduct planning meetings (SU)	
8. Establish and conduct business relationships.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
9. Project a professional image.		
10. Describe effective leadership.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
11. Demonstrate ethical behavior.	EI:125 Recognize and respond to ethical dilemmas (CS)	LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas)
12. Work effectively in a diverse environment.		

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13. Define time management.	PD:019 Use time-management skills (SP)	LAP-PD-019 About Time (Time Management)
14. List stress management techniques.	EI:028 Explain the nature of stress management (SP)	LAP-EI-028 Keep Your Cool (Stress Management)
15. Identify issues and assess time constraints.	PD:019 Use time-management skills (SP)	LAP-PD-019 About Time (Time Management)
16. Identify and investigate problems	PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)
17. Participate in professional development activities.	PD:036 Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (SP)	

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Competency A: Staff (recruitment, selection, careers, EOE delivery)	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the importance of employee confidentiality.	OP:441 Explain information privacy, security, and confidentiality considerations in business (CS) CO:187 Maintain confidentiality in dealing with personnel (SP)	
2. Define transitional employees and strategies to meet their special needs.	HR:546 Facilitate career transitions of employees (MN)	
3. Explain the planning techniques used in the hiring process (forecasting, succession, planning)	HR:416 Describe planning techniques used in the hiring process (e.g., succession planning, forecasting, etc.) (SP)	
4. Describe the stages of job analysis.		
5. Explain the role of labor market statistics on the recruitment process.	HR:427 Evaluate the effectiveness of recruitment sources (MN)	
6. Define effective recruitment strategies to hire the best qualified employees.	HR:427 Evaluate the effectiveness of recruitment sources (MN)	
7. Define team recruiting.		
8. Describe the employee selection process.	HR:356 Select and hire new employees (SU)	

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9. Describe testing, interviewing, and legal issues associated with employee selection.	HR:355 Interview job applicants (SU) HR:522 Explain assessment methods used in the hiring process (SP) HR:520 Choose employment tests to administer to job applicants (MN) HR:420 Establish employee-selection procedures (MN) BL:007 Explain the nature of human resources regulations (SU)	
10. Explain the validity and importance of reference checks for the employee selection process.	HR:522 Explain assessment methods used in the hiring process (SP) HR:426 Explain contingency factors affecting job offer (e.g., background checks, drug tests, physical results, etc.) (SP)	
11. Describe effective questions for the interview process.	HR:355 Interview job applicants (SU)	
12. Define contingency factors (background check, physical results) associated with the job offer.	HR:426 Explain contingency factors affecting job offer (e.g., background checks, drug tests, physical results, etc.) (SP)	
13. Define outsourcing and its impact on personnel.	HR:417 Evaluate the use of alternative staffing methods (e.g., outsourcing, telecommuting, etc.) (MN)	

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14. Define the role of Affirmative Action in the employee selection process.	BL:007 Explain the nature of human resources regulations (SU) HR:415 Discuss factors that impact human resources management (e.g., availability of qualified employees, alternative staffing methods, employment laws/regulations, company policies/procedures, compensation and benefit programs, staff diversity, etc.) (SP)	
15. Explain the impact of Equal Employment Opportunity legislation for women, minorities, and handicapped.	BL:007 Explain the nature of human resources regulations (SU) BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU) HR:415 Discuss factors that impact human resources management (e.g., availability of qualified employees, alternative staffing methods, employment laws/regulations, company policies/procedures, compensation and benefit programs, staff diversity, etc.) (SP) HR:516 Explain factors to consider when hiring different categories of employees (e.g., interns, independent contractors, people with disabilities, seniors, non-US citizens) (MN)	
16. Describe strategies to attract and keep the top talent.	HR:526 Develop employee retention management plan (MN)	
17. Explain factors associated with employee job satisfaction.	HR:449 Describe ways that businesses build positive employer-employee relationships (SU)	

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Competency B: Training and Development (performance management, safety, quality improvement, health)	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the importance of training to maintain the competitive advantage.	HR:362 Explain the role of training and human resources development (SU) HR:363 Explain the nature of management/supervisory training (SU)	
2. Define the importance of orientation and training for employees.	HR:362 Explain the role of training and human resources development (SU)	
3. Describe planning and implementation of an employee training program.	HR:527 Determine learning objectives (SP) HR:528 Choose learning methods (SP) HR:441 Write training activities (SP) HR:529 Prepare a training plan (SP) HR:530 Design a learning module (SP) HR:531 Facilitate employee learning (SP) HR:392 Train staff (SU)	
4. Determine organization and employee needs to develop appropriate training.	HR:438 Assess employee skills (SP) HR:439 Conduct task/process analysis (SP) HR:443 Conduct gap and/or needs analysis to identify human-resources development needs (SP) HR:440 Assess company's learning needs (SP)	
5. Define needs analysis and its relationship to hiring employees.	HR:353 Determine hiring needs (SU)	
6. Determine trainee problems and develop solutions.		

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7. Develop strategies to reduce employee/trainee conflict.		
8. Recognize different learning styles when creating training.	HR:530 Design a learning module (SP) HR:531 Facilitate employee learning (SP)	
9. Set objectives that are observable, measurable, attainable, and specific.	HR:527 Determine learning objectives (SP)	
10. Explain how effective training curriculum is impacted by internal and external sources.	HR:444 Determine issues impacting human-resources development (e.g., organizational culture and policies, societal norms, etc.) (SP)	
11. Explain the impact of technology and visual aids on effective training plans.		
12. Administer training delivery that focuses on the needs of trainees.	HR:392 Train staff (SU)	
13. Define strategies for evaluation and improving the delivery of training.	HR:437 Assess effectiveness of training (MN)	
14. Explain the latest training and development trends.		
15. Explain the long-term benefits of employee professional development.	HR:362 Explain the role of training and human resources development (SU)	
16. Identify online training resources.		
17. Define human resource safety and security programs that are in compliance with laws and regulations.	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
18. Describe evaluation processes to evaluate training programs.	HR:437 Assess effectiveness of training (MN)	

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Competency C: Employee Compensation and Benefits	MBA Research Performance Indicators	LAPs
Tasks		
1. Define legal aspects of employee compensation and payroll deductions.	BL:120 Comply with compensation and benefit laws (SP)	
2. List legally required benefits that employers must provide to employees.	BL:120 Comply with compensation and benefit laws (SP)	
3. Describe discretionary fringe benefits.	HR:475 Explain the nature of benefit plans (e.g., health insurance, life insurance, educational assistance, health club membership, etc.) (SP)	
4. Define perception of fair compensations and its impact on employee productivity.	HR:390 Discuss employee compensation (SU)	
6. Explain the impact of rising health care costs and increased compensation expectations of employees.	HR:472 Identify emerging compensation issues (SP)	
7. Calculate dollar, average, and percentage labor costs.	FI:438 Calculate employee earnings (SP)	
8. Calculate dollar, average, and percentage benefit costs.	FI:439 Calculate employee deductions (SP)	
10. Explain how labor costs affect break-even point.		
11. Explain a salary schedule.		
12. Explain variable pay based upon level of performance.	FI:061 Describe sources of income and compensation (CS)	
13. Define types of benefits provided by employers.	HR:475 Explain the nature of benefit plans (e.g., health insurance, life insurance, educational assistance, health club membership, etc.) (SP)	

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14. Explain the difference between broad branding, strategic compensation, and comparable worth.		
15. Define piecework plan, merit pay, and employee reward program.		
16. Describe how pay rates are calculated.		
17. Explain team-based compensation plans.		
18. Define social security, unemployment compensation, and worker's compensation benefits.	FI:638 Explain the nature of payroll expenses (e.g., Social Security tax, Medicare tax, FUTA, SUTA, workers' compensation, etc.) (CS)	
Competency D: Performance Management	MBA Research Performance Indicators	LAPs
Tasks		
1. Define coaching, counseling, and discipline in the employer/employee relationship.	HR:364 Coach employees (SU) HR:369 Explain the nature of remedial action (SU)	
2. Explain the importance of active listening.	CO:017 Demonstrate active listening skills (PQ)	LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)
3. Describe how influence increases performance.		
4. Explain the importance of employer and employee feedback.		
5. List the steps in the counseling process.		
6. Describe counseling methods and techniques associated with the counseling process.		
7. Explain the relationship between deficiency in knowledge and deficiency in execution.		

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8. Explain how performance problems are related to personal problems.		
9. Explain how deficiency of knowledge relates to deficiency in execution.		
11. Explain the importance of employee agreement to change.		
12. Identify the purpose and components of performance management systems.	HR:368 Assess employee performance (SU) HR:461 Implement informal performance appraisals (MN) HR:463 Develop written performance-management procedures (MN) HR:536 Develop performance management system (MN)	
13. Explain the steps in the appraisal process.	HR:368 Assess employee performance (SU) HR:461 Implement informal performance appraisals (MN) HR:463 Develop written performance-management procedures (MN)	
14. Explain the advantages and disadvantages of an appraisal system.	HR:463 Develop written performance-management procedures (MN) HR:536 Develop performance management system (MN)	
15. Differentiate types and purposes of performance appraisals.	HR:368 Assess employee performance (SU)	
16. Describe strategies to improve employee morale and motivation resulting in increased productivity.	HR:449 Describe ways that businesses build positive employer-employee relationships (SU)	

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17. Describe employee behavior that requires disciplinary action.	HR:455 Discipline employees (MN)	
18. Explain disciplinary techniques to address employee behavior.	HR:369 Explain the nature of remedial action (SU) HR:455 Discipline employees (MN)	
19. Describe legal issues associated with employee discipline.	HR:455 Discipline employees (MN)	
20. Describe best human resource practices for positive financial results.		
21. Define effective performance management systems.	HR:536 Develop performance management system (MN)	
Competency E: Government Relations and Issues (discrimination, laws, federal labor acts)	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe personnel laws.	BL:119 Explain unfair labor practices (SP) BL:007 Explain the nature of human resources regulations (SU) BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
2. Differentiate between equal employment and Equal Employment Opportunity Act.	BL:007 Explain the nature of human resources regulations (SU)	
3. Define types of sexual, hostile environment, discrimination, and reverse discrimination.	BL:007 Explain the nature of human resources regulations (SU)	
4. Explain the requirement for verification of employability under IRCA and describe penalties for noncompliance.	BL:007 Explain the nature of human resources regulations (SU) NF:269 Verify new hire's employment eligibility (SP)	

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5. Explain Affirmative Action.	BL:007 Explain the nature of human resources regulations (SU)	
6. Describe a human resource Code of Ethics for employees.	HR:411 Explain the role of ethics in human resources management (SP)	LAP-HR-411 Moral Mediators (Ethics in Human Resources Management)
7. Define employee rights and responsibilities.	BL:075 Discuss employment relationships (SU)	
8. Describe habitual employee handicaps (tobacco, drugs, alcohol).	OP:482 Monitor drug and alcohol testing (SP)	
9. Differentiate between exempt and non-exempt employees.	BL:075 Discuss employment relationships (SU) HR:458 Adhere to employment-at-will regulations (MN)	
10. Define an independent contractor.	BL:075 Discuss employment relationships (SU)	
11. Define defamation, disclosure, and negligent hiring.	BL:007 Explain the nature of human resources regulations (SU)	
12. Explain the Fair Labor Standards Act (FLSA).	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
13. Explain OSHA requirements.	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
14. Explain requirements of ADEA and its impact on early retirement programs.	BL:007 Explain the nature of human resources regulations (SU)	
15. Explain Family Medical Leave Act, Worker Adjustment and Retraining Act, Older Worker Benefit Protection Act, and Retirement Security Act.	BL:007 Explain the nature of human resources regulations (SU)	
16. Define the Americans with Disabilities Act and accommodations made by employers.	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	

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17. Define work-related injuries covered by Worker's Compensation.	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
18. Define the role of the National Labor Relations Act.	BL:119 Explain unfair labor practices (SP)	
19. Explain workplace violence and the need for security programs.	OP:223 Identify potential workplace violence conditions (SP)	
20. Define the Privacy Act of 1974 and its impact on Human Resources management.	BL:007 Explain the nature of human resources regulations (SU)	
21. Explain the Drug Free Workplace Act of 1988.	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
Competency F: Human Resource Planning (mission, vision, internal/external issues, future needs)	MBA Research Performance Indicators	LAPs
Tasks		
1. Define human resource planning.	SM:050 Explain how human resources management participates in a company's strategic planning process (SP)	
2. Explain the role of human resources in a comprehensive planning process.	SM:050 Explain how human resources management participates in a company's strategic planning process (SP)	
3. Describe the goals and policies within human resources.	HR:410 Discuss the nature of human resources management (CS)	LAP-HR-410 People Pusher (Nature of Human Resources Management)
4. Explain the importance of teams at work.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)

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5 Recognize the role of diversity in an organization.	HR:415 Discuss factors that impact human resources management (e.g., availability of qualified employees, alternative staffing methods, employment laws/regulations, company policies/procedures, compensation and benefit programs, staff diversity, etc.) (SP)	
6. Evaluate and update human resource policies.		
7. Identify human resource challenges and possible remedies.	HR:415 Discuss factors that impact human resources management (e.g., availability of qualified employees, alternative staffing methods, employment laws/regulations, company policies/procedures, compensation and benefit programs, staff diversity, etc.) (SP)	
8. Identify latest human resource trends impacted by work from home, flexible scheduling, job sharing, etc.	NF:275 Explain trends in human resources management (SP) HR:417 Evaluate the use of alternative staffing methods (e.g., outsourcing, telecommuting, etc.) (MN)	
9. Explain human resources' role for maintain a company code of ethics.	HR:411 Explain the role of ethics in human resources management (SP)	LAP-HR-411 Moral Mediators (Ethics in Human Resources Management)
10. Discuss how changes in technology, workforce diversity, skill requirements, and world issues (COVID 19) impact human resources.	HR:415 Discuss factors that impact human resources management (e.g., availability of qualified employees, alternative staffing methods, employment laws/regulations, company policies/procedures, compensation and benefit programs, staff diversity, etc.) (SP)	

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Competency G: Labor Relations and Collective Bargaining (union management relations, employee rights, negotiating contracts)	MBA Research Performance Indicators	LAPs
Tasks		
1. Develop a timeline for the history of management-labor relations.		
2. Compare adversarial and cooperative approaches to labor relations.	EC:015 Explain the concept of organized labor and business (SP) HR:452 Explain labor-relations issues (SP)	LAP-EC-915 Get United (Organized Labor)
3. Describe labor legislation (Wagner Act, Taft-Hartley Act).	EC:015 Explain the concept of organized labor and business (SP)	LAP-EC-915 Get United (Organized Labor)
4. Describe case laws that prohibit certain acts by organized labor.	EC:015 Explain the concept of organized labor and business (SP)	LAP-EC-915 Get United (Organized Labor)
5. Describe case laws that prohibit certain acts by management.	EC:015 Explain the concept of organized labor and business (SP) BL:121 Determine human resources management's legal responsibility in maintaining labor relations (MN)	LAP-EC-915 Get United (Organized Labor)
6. List the steps for organizing a labor union.		
7. Explain the employee grievance process.	HR:366 Handle employee complaints and grievances (SU)	
8. Describe the negotiation process and binding arbitration.	EC:015 Explain the concept of organized labor and business (SP) HR:452 Explain labor-relations issues (SP)	LAP-EC-915 Get United (Organized Labor)

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9. Explain the role of the National Labor Relations Board.	EC:015 Explain the concept of organized labor and business (SP) HR:452 Explain labor-relations issues (SP)	LAP-EC-915 Get United (Organized Labor)
10. List the steps of collective bargaining.	BL:122 Participate in collective-bargaining process (MN)	
11. Define impasse and labor strike.	EC:015 Explain the concept of organized labor and business (SP)	LAP-EC-915 Get United (Organized Labor)
12. Define unions, mediation, and arbitration.	EC:015 Explain the concept of organized labor and business (SP)	LAP-EC-915 Get United (Organized Labor)
13. Explain the goal of management when negotiating with labor.	BL:121 Determine human resources management's legal responsibility in maintaining labor relations (MN)	
14. List the goals, structure, and management of labor unions.	EC:015 Explain the concept of organized labor and business (SP)	LAP-EC-915 Get United (Organized Labor)

FBLA HS: Insurance & Risk Management

Competency A: Risk Management	MBA Research Performance Indicators	LAPs
Tasks		
1. Understand the risk management model (identify hazards, assess and prioritize risks, choose control measures, implement controls, and monitor and review results).	SM:075 Explain the nature of risk management (SP)	LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management)
2. Understand the enterprise risk management model -- ERM (state goal, identify risks, evaluate risks, treat risks, monitor and review results, and communicate results).	SM:075 Explain the nature of risk management (SP) RM:062 Discuss the nature of enterprise risk management (ERM) (SP)	LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management)
3. Adapt risk management model to meet organization's needs.	RM:090 Develop risk-management plan (MN) RM:045 Develop a risk-management program (MN)	
4. Understand how risk creates value.		
5. Know the risk management process of creating a risk program.	RM:045 Develop a risk-management program (MN)	
6. Create valid risk forecasts.	SM:077 Identify speculative business risks (MN)	
7. Perform risk mapping and risk profiling.	RM:059 Explain ways to assess risk (MN) RM:049 Measure risk (MN) FI:695 Calculate financial risk ratios (MN)	
8. Determine the cost of risk.	FI:695 Calculate financial risk ratios (MN)	
9. Apply risk control theories to create prevention, reduction, enablement, and enhancement tactics.	RM:058 Discuss the nature of risk control (i.e., internal and external) (SP) RM:061 Discuss risk control systems (MN)	

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10. Create emergency response and business continuity plans.	OP:493 Develop an operational contingency plan (MN)	
11. Understand risk retention plans and risk financing transfers.	RM:052 Explain financial risk management techniques (e.g., derivatives, contracts, insurance, subrogation, indemnity agreements, self-insured retentions, captives, etc.) (MN)	
12. Understand how to prepare risk management reports.		
13. Understand legal components of risk management industry.	RM:043 Discuss legal considerations affecting risk management (SP)	
14. Recommended insurance for the types of risk commonly faced by young adults.	FI:571 Determine insurance needs (SP)	
Competency B: Property and Liability Insurance	MBA Research Performance Indicators	LAPs
Tasks		
1. Differentiate between the main types of auto insurance coverage.	PD:319 Describe components of automobile insurance coverage (SP)	
2. List facts that can increase or reduce auto insurance premiums.	PD:319 Describe components of automobile insurance coverage (SP)	
3. Determine the legal minimum amounts of auto insurance coverage required in one's state of residence and recommended optimal amounts.	FI:571 Determine insurance needs (SP)	
4. Calculate the amount paid on insurance claims after applying exclusions and deductibles.		
5. Compare costs of auto insurance, given different deductibles and liability coverage limits.	FI:571 Determine insurance needs (SP)	

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6. Explain renter's insurance benefits.	PD:321 Discuss components of homeowners/renters insurance (SP)	
7. What are worker's compensation benefits in states and how are they paid.	PD:330 Explain the nature of workers compensation insurance (SP)	
Competency C: Health, Disability, and Life Insurance	MBA Research Performance Indicators	LAPs
Tasks		
1. Analyze conditions when people need health, disability, and life insurance	FI:571 Determine insurance needs (SP)	
2. Identify government programs, including social security, that provide financial assistance for income loss due to illness, disability, or premature death.	PD:331 Discuss the nature of Medicaid (SP) PD:332 Explain the nature of Medicare (SP)	
3. Compare sources of health and disability insurance.	PD:320 Discuss the nature of health insurance coverage (SP) PD:324 Describe the nature of disability insurance (SP)	
4. Explain purpose of long-term care insurance.	PD:333 Discuss the nature of long-term care insurance (SP)	
5. Create a basic financial plan and explain both the benefits and how the plan will change over time.	OP:454 Determine client's insurance needs (SP)	
Competency D: Insurance Knowledge	MBA Research Performance Indicators	LAPs
Tasks		
1. Recognize basic policy types and basic policy features.	FI:081 Describe the concept of insurance (CS)	
2. Determine how companies underwrite life insurance.	RA:004 Explain insurance underwriting techniques and processes (SP)	

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3. Define term insurance and permanent insurance.	PD:323 Discuss the nature of life insurance (SP)	
4. Understand the basics of contract provisions and legal doctrines.	BL:083 Describe the nature of insurance contracts (MN)	
5. Understand claims management.	OP:188 Discuss the nature of insurance claims (CS)	
6. Create portfolios and place insurance coverage.		
7. Be knowledgeable of global insurance markets.		
8. Understand the importance of pricing, risk aversion, and regulation.	BL:101 Discuss federal and state regulation governing the insurance industry (SP) OP:373 Explain the nature of pricing and rate-making in insurance (SP)	
9. Negotiate, write, and renew insurance contracts.		
10. Define regulations that ensure compliance and demonstrate adherence to insurance industry regulations.	BL:101 Discuss federal and state regulation governing the insurance industry (SP)	
11. Explain legal concepts pertinent to the insurance industry.	BL:082 Discuss fundamental legal principles that pertain to insurance (e.g., indemnity, insurable interest, subrogation, utmost good faith) (MN)	
12. Describe insurance products and their benefits.	FI:081 Describe the concept of insurance (CS)	
13. Discuss the nature of insurance fraud.	OP:187 Discuss the nature of insurance fraud (SP)	
14. Investigate suspected insurance fraud.	OP:285 Investigate suspected insurance fraud (SP)	
15. Process a claim to fulfill company's legal obligation to client.	OP:289 Process an insurance claim (SP)	

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16. Ensure regulatory compliance of EPA, OSHA, NFPA, ERISA, and COBRA laws and regulations.	BL:101 Discuss federal and state regulation governing the insurance industry (SP) BL:137 Explain federally mandated health insurance requirements and restrictions (e.g., ERISA, COBRA, HIPAA, Affordable Care Act) (SP) BL:152 Comply with insurance regulations (SP)	
17. Discuss the insurance business cycle (agent, underwriter, claims, settlement, etc.)	PD:157 Describe the nature of the insurance industry (CS)	
Competency E: Decision Making	MBA Research Performance Indicators	LAPs
Tasks		
1. Recognize and analyze problems and make decisions based on global environments.	PD:017 Make decisions (CS) PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-017 Weigh Your Options (Decision-Making) LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)
2. Use benchmarking to compare data.		
3. Understand the techniques and processes for optimizing risk taking decisions with in an organization (Enterprise Risk Management).	RM:062 Discuss the nature of enterprise risk management (ERM) (SP)	
4. Analyze the risk posed by potential clients in order to make insurance approval/denial decisions.	RA:003 Underwrite an insurance policy (SP)	
5. Demonstrate ethical decision making by compliance with fiduciary duties of care (competency and due diligence).	PD:290 Explain ethical issues in insurance (SP)	

FBLA HS: Insurance & Risk Management

Competency F: Ethics	MBA Research Performance Indicators	LAPs
Tasks		
1. Understand the process and importance of confidentiality agreements.	OP:441 Explain information privacy, security, and confidentiality considerations in business (CS)	
2. Implement data security measures for confidential records.	OP:064 Maintain data security (CS)	
3. Recognize state and federal regulations regarding privacy violations and public disclosure.	OP:441 Explain information privacy, security, and confidentiality considerations in business (CS)	
Competency G: Careers	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify insurance industry jobs.	PD:293 Explain career opportunities in insurance (SP)	
2. Recognize industry organizations.	PD:294 Describe the services of professional organizations in insurance (SP)	
3. Describe essential knowledge and skills needed to be employed in the insurance industry.		
4. Describe roles and responsibilities in insurance (e.g., underwriter, insurance sales representative, actuary, claims personnel, and loss control specialist).	PD:293 Explain career opportunities in insurance (SP)	
5. Describe insurance licensing and certification programs.	PD:225 Discuss licensing and certification in the insurance industry (SP)	

FBLA HS: International Business

Competency A: Basic International Concepts	MBA Research Performance Indicators	LAPs
Task		
1. Define international business and explain terms and concepts related to international business and marketing.	EC:104 Discuss the global environment in which businesses operate (SP)	LAP-EC-104 Stretch Your Boundaries (The Global Business Environment)
2. Compare and contrast the types of economic systems.	EC:007 Explain the types of economic systems (CS)	LAP-EC-907 Who's the Boss? (Economic Systems)
3. List characteristics that define the various levels of economic development of countries.	EC:007 Explain the types of economic systems (CS) EC:116 Explain the impact of a country's economic development on world trade (SP)	LAP-EC-907 Who's the Boss? (Economic Systems)
4. Explain the impact international business has on consumers, business, and countries.	EC:104 Discuss the global environment in which businesses operate (SP)	LAP-EC-104 Stretch Your Boundaries (The Global Business Environment)
5. Define terms such as inflation, gross domestic product (GDP), purchasing power parity (PPP), balance of trade, foreign debt, and cost of living.	EC:083 Describe the economic impact of inflation on business (SP) EC:017 Explain the concept of Gross Domestic Product (GDP) (SP)	LAP-EC-083 Up, Up, and Away (Inflation) LAP-EC-917 Measure Up? (Gross Domestic Product)
6. Discuss the role the U.S. has played in international trade throughout history.	EC:016 Explain the nature of global trade (SP) EC:115 Describe the impact of a country's history on world trade (SP)	LAP-EC-916 Beyond US (Global Trade)
7. Describe the decision-making process, opportunity costs, and scarcity as they relate to international business situations.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
8. Identify major trading regions and nations within those regions.	EC:112 Explain the impact of major trade alliances on business activities (SP)	

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9. Discuss the effect of literacy level, technology, natural resource availability, and infrastructure on the level of a country's economic development.	EC:110 Explain cultural considerations that impact global business relations (SP) EC:045 Discuss the impact of cultural and social environments on global trade (SP) EC:111 Describe the impact of electronic communication tools (e.g., Internet, video- and computer-conferencing, webcasts, email) on global business activities (SP)	LAP-EC-045 On Top of the World (Impact of Culture on Global Trade)
10. Identify the impact of geography on international business, including factors such as climate; time zones; distance; topography; and social, economic, and natural resources.	EC:114 Explain the impact of geography on world trade (SP) EC:045 Discuss the impact of cultural and social environments on global trade (SP)	
11. Describe how concepts (e.g., ethnocentrism, culture, social institutions, stereotyping, and cultural bias) affect conducting international business.	EC:110 Explain cultural considerations that impact global business relations (SP) EC:045 Discuss the impact of cultural and social environments on global trade (SP)	LAP-EC-045 On Top of the World (Impact of Culture on Global Trade)
12. Compare and contrast international and domestic business and marketing activities.	EC:109 Discuss the impact of globalization on business (SP)	
13. Identify how economic issues (e.g., inflation, foreign debt, GD, PPP, interest rates, and cost of living) affect international business activities.	EC:116 Explain the impact of a country's economic development on world trade (SP)	
14. Explain the relationship between international events and business activities.	EC:109 Discuss the impact of globalization on business (SP)	
15. Evaluate how the political environment and geographic location of a given country impact international business and how business operates.	EC:113 Describe the impact of the political environment on world trade (SP) EC:114 Explain the impact of geography on world trade (SP)	

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16. Identify international trade partners and describe the trading patterns of companies based on region, state, and country.	EC:112 Explain the impact of major trade alliances on business activities (SP)	
Competency B: Ownership and Management	MBA Research Performance Indicators	LAPs
Task		
1. Identify types of ownership of selected businesses involved in international trade.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
2. Analyze the importance of entrepreneurs in an international market.	EN:041 Describe small-business opportunities in international trade (SP)	
3. Describe different organizational structures that a company might use in the international environment.	EC:103 Explain the organizational design of businesses (SP) SM:031 Describe organizational structures for managing foreign business activities (MN)	LAP-EC-103 Designed to Work (Organizational Design of Businesses)
4. Identify how the managing functions (e.g., planning, organizing, influencing, and controlling) affect international operations and productions.	SM:029 Discuss the nature of global management (MN)	
5. Identify distinctive social and cultural factors that affect business activities (e.g., time, workday, workweek, schedules, and holidays)	EC:045 Discuss the impact of cultural and social environments on global trade (SP)	LAP-EC-045 On Top of the World (Impact of Culture on Global Trade)
6. Determine appropriate business strategies for operating in foreign market situations such as pure competition, monopoly, and oligopoly.	SM:048 Determine business's overall global strategy (ON)	
7. Identify risks and rewards related to doing business in a foreign market.	EC:109 Discuss the impact of globalization on business (SP)	

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8. Describe the advantages and disadvantages of expansion into international business activities for a given business.	EC:109 Discuss the impact of globalization on business (SP)	
9. Identify how various economic systems influence what is produced, how it is produced, and for whom it is produced.	EC:007 Explain the types of economic systems (CS)	LAP-EC-907 Who's the Boss? (Economic Systems)
10. Explain how social, cultural, and political factors affect the new product development process.	PM:278 Determine the impact of product standards' issues associated with global business (SP)	
11. List factors that affect international business competition.		
12. Describe various opportunities for conducting international business (e.g. licensing, exporting, franchising, and joint ventures).	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
13. Identify organizations, government agencies, and other resources that a small or medium-sized business might use to investigate international business opportunities.	EN:041 Describe small-business opportunities in international trade (SP)	
14. Describe the role and purpose of the International Organization for Standardization.		
15. Assess the impact of quality management standards, especially ISO 9000 and QS 9000, on the international business community.	OP:163 Identify quality-control measures (SP)	LAP-OP-163 Take Control (Quality-Control Measures)

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Competency C: Legal Issues	MBA Research Performance Indicators	LAPs
Task		
1. Recognize the legal issues related to managing a business in the global environment.	BL:142 Discuss the nature and sources of international law (i.e., treaties and international customs) (MN) BL:143 Discuss the nature and sources of foreign law (i.e., country judicial and legislative actions) (MN)	
2. Describe the difference between the legal systems of various countries and the U.S. (e.g., codes, statutes, and common law)	BL:143 Discuss the nature and sources of foreign law (i.e., country judicial and legislative actions) (MN)	
3. Recognize legal differences in areas such as consumer protection, product guidelines, labor laws, contract formulation, liability, and taxation for various countries.	BL:143 Discuss the nature and sources of foreign law (i.e., country judicial and legislative actions) (MN)	
4. Appraise the protection provided to businesses by the components of international law.	BL:142 Discuss the nature and sources of international law (i.e., treaties and international customs) (MN)	
5. Analyze the major legal aspects and ramifications of international relations with special emphasis on topics such as financial systems and reporting, licensing, judicial systems, and repatriation.		
6. Identify the levels of regulation applied intellectual properties (e.g., copyrights, trademarks, and patents) in different countries.	BL:143 Discuss the nature and sources of foreign law (i.e., country judicial and legislative actions) (MN)	

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7. Define methods for resolving legal differences (e.g. mediation, arbitration, and litigation) in different cultures.	BL:144 Explain the impact of global legal systems on settling international business disputes (MN) BL:129 Explain the nature of legal recourse in resolving global business disputes (MN)	
Competency D: Communication (including culture and language)	MBA Research Performance Indicators	LAPs
Task		
1. Describe information systems and communications for international business.	EC:111 Describe the impact of electronic communication tools (e.g., Internet, video- and computer-conferencing, webcasts, email) on global business activities (SP)	
2. Define terms such as culture, multiculturalism, stereotyping, and cultural bias and their effects on conducting business internationally.	EC:110 Explain cultural considerations that impact global business relations (SP)	
3. Compose effective business communications based on an understanding of the differences in tone, style, and format of other countries.	CR:019 Adapt communication to the cultural and social differences among clients (CS)	
4. Identify examples of nonverbal communications affecting international business relationships and negotiations.	EC:045 Discuss the impact of cultural and social environments on global trade (SP)	LAP-EC-045 On Top of the World (Impact of Culture on Global Trade)
5. Discuss complications involved when speaking, writing, or interpreting a language incorrectly (introductions, American jargon).	EC:045 Discuss the impact of cultural and social environments on global trade (SP)	LAP-EC-045 On Top of the World (Impact of Culture on Global Trade)
6. Identify distinctive social and cultural factors that affect business activities/etiquette in a multicultural environment (e.g. gender, time, schedules, holidays, gifts, and attire).	EC:045 Discuss the impact of cultural and social environments on global trade (SP)	LAP-EC-045 On Top of the World (Impact of Culture on Global Trade)

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<p>7. Compare the business protocol of various countries (e.g., involvement of subpopulations—women and minorities; gift giving)</p>	<p>EI:082 Explain the impact of business customs and practices on global trade (SP)</p> <p>EI:083 Describe the nature of business customs and practices in the North American market (SP)</p> <p>EI:084 Explain the nature of business customs and practices in Western Europe (SP)</p> <p>EI:117 Explain the nature of business customs and practices in Eastern Europe (SP)</p> <p>EI:085 Explain the nature of business customs and practices in Latin America (SP)</p> <p>EI:086 Describe the nature of business customs and practices in the Pacific Rim (SP)</p> <p>EI:087 Discuss the nature of business customs and practices in the Middle East (SP)</p> <p>EI:118 Explain the nature of business customs and practices in South Asia (SP)</p> <p>EI:119 Describe the nature of business customs and practices in Northern Africa (SP)</p> <p>EI:120 Discuss the nature of business customs and practices in Sub-Saharan Africa (SP)</p>	
<p>8. Describe how the process of negotiating may be affected by cultural differences.</p>	<p>EC:045 Discuss the impact of cultural and social environments on global trade (SP)</p>	<p>LAP-EC-045 On Top of the World (Impact of Culture on Global Trade)</p>
<p>9. Describe the role and use of electronic communication tools (e.g., video and computer-conferencing, webcasts, podcasting, and blogging) in international business activities.</p>	<p>EC:111 Describe the impact of electronic communication tools (e.g., Internet, video- and computer-conferencing, webcasts, email) on global business activities (SP)</p>	

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10. Analyze the effect of security measures and practices related to electronic business communication.		
Competency E: Marketing	MBA Research Performance Indicators	LAPs
Task		
1. Define international marketing and apply technical words that pertain to international marketing.	MK:001 Explain marketing and its importance in a global economy (CS)	LAP-MK-901 Have It Your Way! (Nature of Marketing)
2. Describe what a company must consider when marketing a product/service in other countries.	MP:002 Identify considerations in implementing global marketing strategies (MN)	
3. Illustrate how social, cultural, technological, and geographic factors influence consumer buying behavior in different cultures.	MK:014 Explain factors that influence customer/client/business buying behavior (SP)	LAP-MK-014 Cause and Effect (Buying Behavior)
4. Describe how language, culture, media availability, and regulations affect international advertising and marketing.	PR:117 Explain considerations affecting global promotion (SP)	
5. Describe how consumer behavior and foreign markets can affect the elements of the marketing mix.	MP:002 Identify considerations in implementing global marketing strategies (MN)	
6. List the importance of marketing research and describe data collection methods appropriate for various international marketing research situations.	IM:448 Identify questionnaire design issues for international marketing research projects (MN) IM:438 Discuss sampling issues with international marketing research projects (SP) IM:010 Explain the nature of marketing research (SP)	LAP-IM-010 Seek and Find (Marketing Research)

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7. Define the steps in the marketing research process—from defining a problem to communicating results.	IM:010 Explain the nature of marketing research (SP)	LAP-IM-010 Seek and Find (Marketing Research)
8. Identify promotion strategies that can be used to promote products internationally.	PR:117 Explain considerations affecting global promotion (SP)	
9. Explain how product packaging is affected by culture and how it may need to be altered before the product is marketed in a new environment.	QM:008 Describe product standards' issues associated with global business (SP) PM:278 Determine the impact of product standards' issues associated with global business (SP)	
10. Explain quality standards as they relate to product development and packaging.	QM:008 Describe product standards' issues associated with global business (SP) PM:278 Determine the impact of product standards' issues associated with global business (SP)	
11. Describe how the product life cycle can be affected in an international business environment.	PM:024 Identify the impact of product life cycles on marketing decisions (SP)	LAP-PM-024 Get a Life (Cycle) (Product Life Cycles)
12. Compare the pricing strategy for a product sold both domestically and internationally.	PI:002 Explain factors affecting pricing decisions (SP)	LAP-PI-902 Make Cents (Factors Affecting Selling Price)
13. Explain how currency exchange rates, economic conditions, and the international business environment affect prices charged in international markets.	EC:100 Describe the determinants of exchange rates and their effects on the domestic economy (SP)	LAP-EC-100 Get Your Money's Worth (Exchange Rates)
14. Identify differences in the roles of agents, wholesalers, retailers, freight forwarders, export companies, trading companies, and customs' brokers.	OP:480 Discuss global supply chain issues (SP)	
15. Contrast direct and indirect distribution channels for international marketing.	OP:508 Describe trends in international distribution systems (SP)	

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16. Discuss the factors in determining the appropriate mode of transportation for international shipments (e.g., cost, time, size, and perishability).	OP:506 Explain the scope of domestic and global transport systems (SP) OP:510 Explain international transportation and delivery system elements (SP)	
17. Describe shipping terms (e.g., FOB and CIF) and explain the purpose of shipping documents used for transporting products to other countries.	OP:480 Discuss global supply chain issues (SP)	
18. Explain how political risks can disrupt selling and buying across borders.	EC:113 Describe the impact of the political environment on world trade (SP)	
19. Design a marketing strategy for selling a product or a service in an international market.	MP:002 Identify considerations in implementing global marketing strategies (MN)	
Competency F: Taxes and Government Regulations	MBA Research Performance Indicators	LAPs
Task		
1. Differentiate between types of governments.		
2. Debate the various strategies governments use to control international trade.	BL:145 Explain the nature of import/export law (SP) BL:126 Describe the nature of customs regulations (SP) BL:004 Explain the nature of trade regulations (MN)	
3. Describe the role of federal and state agencies and other agencies and organizations that provide export information and assistance.	BL:145 Explain the nature of import/export law (SP)	
4. Discuss the impact of inflation and tax structures on international business decisions.	FI:767 Develop international tax strategies (MN)	

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Competency G: Treaties and Trade Agreements	MBA Research Performance Indicators	LAPs
Task		
1. Describe the economic effects of foreign trade.	EC:016 Explain the nature of global trade (SP)	LAP-EC-916 Beyond US (Global Trade)
2. Identify activities and risks associated with importing and exporting.	EC:016 Explain the nature of global trade (SP) BL:145 Explain the nature of import/export law (SP)	LAP-EC-916 Beyond US (Global Trade)
3. Discuss the benefits to countries for entering into trade agreements.	EC:112 Explain the impact of major trade alliances on business activities (SP)	
4. Describe the basic structure of the U.S. Customs Service.	BL:126 Describe the nature of customs regulations (SP)	
5. Recognize the government's role and assistance in international trade.	BL:145 Explain the nature of import/export law (SP) BL:126 Describe the nature of customs regulations (SP) BL:004 Explain the nature of trade regulations (MN)	
6. Explain how historical events have contributed to the formation of strategic trade alliances.	EC:115 Describe the impact of a country's history on world trade (SP)	
7. Discuss why governments impose trade barriers (e.g., quotas, tariffs, licensing requirements, and exchange rate controls) and offer trade incentives.	EC:016 Explain the nature of global trade (SP) BL:145 Explain the nature of import/export law (SP) BL:126 Describe the nature of customs regulations (SP) BL:004 Explain the nature of trade regulations (MN)	LAP-EC-916 Beyond US (Global Trade)
8. Describe several international trade agreements and organizations (e.g., WTO GATT, EU, NAFTA, and MERCOSUR).	EC:112 Explain the impact of major trade alliances on business activities (SP)	

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9. Analyze the effects of a trade barrier on the company, product category, and economics involved in a specific transaction.	EC:016 Explain the nature of global trade (SP)	LAP-EC-916 Beyond US (Global Trade)
10. Analyze a country's balance of trade and the specific conditions that can improve its trading potential.	EC:116 Explain the impact of a country's economic development on world trade (SP)	
11. Identify information and sources of financial assistance for facilitating the import/export process.		
12. Define procedures and documentation associated with foreign trade and the transportation of goods.		
13. Discuss how companies comply with U.S. customs regulations related to their product or service.	BL:126 Describe the nature of customs regulations (SP)	
Competency H: Currency Exchange	MBA Research Performance Indicators	LAPs
Task		
1. Identify factors that affect the value of currency and calculate foreign exchange rates of various currencies.	EC:100 Describe the determinants of exchange rates and their effects on the domestic economy (SP)	LAP-EC-100 Get Your Money's Worth (Exchange Rates)
2. Explain how currency exchange rates affect international trade and business transactions.	EC:100 Describe the determinants of exchange rates and their effects on the domestic economy (SP)	LAP-EC-100 Get Your Money's Worth (Exchange Rates)
3. Distinguish between currencies (e.g., floating versus fixed and convertible versus nonconvertible).	EC:100 Describe the determinants of exchange rates and their effects on the domestic economy (SP)	LAP-EC-100 Get Your Money's Worth (Exchange Rates)

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4. Explain how fluctuating currency and interest rates affect international trade.	EC:100 Describe the determinants of exchange rates and their effects on the domestic economy (SP)	LAP-EC-100 Get Your Money's Worth (Exchange Rates)
Competency I: Finance	MBA Research Performance Indicators	LAPs
Tasks		
1. Define terms related to international finance.	FI:575 Explain the nature and scope of financial globalization (SP)	
2. List sources of capital for international, transnational, multinational, and global companies.	FI:763 Explain the nature of international corporate finance (e.g., managing transaction exposure, financing international trade, etc.) (MN)	
3. Explain how a business finances trade with a business in another country.	FI:763 Explain the nature of international corporate finance (e.g., managing transaction exposure, financing international trade, etc.) (MN)	
4. Analyze the global impact of the stock and bond markets.		
5. Identify countertrade, offset, and noncash transactions in world trade.		
6. Describe the international monetary system, including the International Monetary Fund and the World Bank.	PD:202 Discuss the role of the World Bank Group in international financial assistance (MN)	
7. Identify essential components of payment documents used in payment for international trade activities.		
8. Critically examine equity and debt capital and their use in international businesses.	FI:763 Explain the nature of international corporate finance (e.g., managing transaction exposure, financing international trade, etc.) (MN)	

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9. Compare the international financial institutions and markets.	FI:575 Explain the nature and scope of financial globalization (SP) PD:244 Discuss the nature of international investment strategies (SP)	
10. Identify the risks associated with international business activities (e.g., commercial, political, and foreign exchange) and discuss strategies to minimize this risk.	RM:055 Discuss the nature of global risk (SP)	
11. Describe the impact of direct foreign investment on local economics.		
Competency J: Human Resource Management	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe the different living and working conditions found in various countries.	EC:101 Explain labor issues associated with global trade (SP)	
2. Assess how social and cultural factors influence the human resource functions (e.g., recruitment selection; employee development; evaluation; compensation, promotion, benefit, and incentives; and separation, termination, and transition).	EC:045 Discuss the impact of cultural and social environments on global trade (SP)	LAP-EC-045 On Top of the World (Impact of Culture on Global Trade)
3. Identify how motivational techniques for workers may differ when used in different cultures.	EC:101 Explain labor issues associated with global trade (SP)	
4. Assess the impact of various occupational health and safety standards on conducting international business.	EC:101 Explain labor issues associated with global trade (SP)	

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5. Analyze methods used to resolve management-labor conflicts in different cultures/countries.	EC:101 Explain labor issues associated with global trade (SP)	
6. Explain the advantages and disadvantages to a company of having access to a global labor pool.	EC:101 Explain labor issues associated with global trade (SP)	
Competency K: Ethics	MBA Research Performance Indicators	LAPs
Tasks		
1. Define ethics and social responsibility.	EC:106 Explain the nature of business ethics (SP)	LAP-EC-106 On the Up and Up (Business Ethics)
2. Identify ethical character traits and values shared by various cultures (e.g., honesty, integrity, compassion, and justice.)	EI:123 Describe the nature of ethics (CS)	LAP-EI-123 Rules to Live By (Nature of Ethics)
3. Explain how a country's culture, history, and politics can influence ethical decisions.	EC:110 Explain cultural considerations that impact global business relations (SP)	
4. Identify current and emerging ethical issues in the global business environment.	EC:140 Discuss the impact of bribery and foreign monetary payments on business (SP)	
5. Identify pressures that international firms may face when dealing with ethical business issues.	EC:140 Discuss the impact of bribery and foreign monetary payments on business (SP)	
6. Discuss potential consequences of unethical business dealings in various international settings.	EC:140 Discuss the impact of bribery and foreign monetary payments on business (SP)	
7. Analyze the effect of an international business organization's actions on a host country, the company's home country, owners, employees, consumers, and society.		

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Competency L: International Travel	MBA Research Performance Indicators	LAPs
Task		
1. Describe the major types of agreements among countries that affect travel.		
2. Use technology and international travel resources to access information on international travel (e.g., travel restrictions and health requirements, transportation, travel documents, etc.).		
3. Identify the requirements for securing travel and employment documents.	EC:141 Identify requirements for international business travel (e.g., passport, visa, proof of citizenship, immunizations, and sponsorship letters) (SP)	
4. Identify and locate major U.S. representational offices and sources of assistance located abroad.		
5. Explain the role of U.S. Customs and the customs agencies of other countries.		
6. Assess risk involved in international business travel.		

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Competency M: Career Development	MBA Research Performance Indicators	LAPs
Task		
1. Identify sources of international career information.		
2. Research and analyze career opportunities in international business.		
3. Describe the skills and qualifications needed for success in the international business career path.		
4. Compare the application, interview, and hiring practices of various cultures.		

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Competency: Grammar	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe and identify the eight parts of speech in context sentences.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
2. Identify the difference between adverbs and adjectives.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
3. Identify the categories of pronouns and uses of reflexive pronouns.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
4. Identify features of prepositions and uses of prepositional phrases.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
5. Identify types of conjunctions.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
6. Use a verb that correctly agrees with the subject of a sentence.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
7. Describe the types of verbs and demonstrate the six tenses.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
8. Use irregular verbs and their different forms properly and distinguish between transitive and intransitive verbs.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)

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9. Identify subjects, predicates, verbs, adverbs, pronouns, direct and indirect objects, and prepositional and infinitive phrases in sentences.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
10. Select pronouns properly and use them correctly in a sentence.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
11. Correctly use a possessive noun in a sentence.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
12. Create the plural form of a noun.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
13. Identify and correct misplaced and dangling modifiers.	CO:089 Edit and revise written work consistent with professional standards (CS)	
14. Describe and write the four kinds of sentences—declarative, interrogative, imperative, and exclamatory.	CO:016 Explain the nature of effective written communications (CS) CO:088 Select and utilize appropriate formats for professional writing (CS)	
15. Recognize types of sentence fragments, run-on sentences, and double negatives.	CO:089 Edit and revise written work consistent with professional standards (CS)	
16. Recognize and correct problems in grammar and usage including, but not limited to, completeness, agreement, reference, and form.	CO:089 Edit and revise written work consistent with professional standards (CS)	

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17. Write clear, descriptive sentences in a variety of sentence patterns (e.g., simple, compound, complex, and compound-complex).	CO:016 Explain the nature of effective written communications (CS)	
18. Write logical, coherent phrases, sentences, and paragraphs, incorporating correct spelling, grammar, and punctuation.	CO:016 Explain the nature of effective written communications (CS)	
Competency: Punctuation and Capitalization	MBA Research Performance Indicators	LAPs
Tasks		
1. Determine appropriate use of periods, question marks, and exclamation points.	CO:016 Explain the nature of effective written communications (CS)	
2. Explain the use of commas, colons, and semicolons.	CO:016 Explain the nature of effective written communications (CS)	
3. Recognize and correct problems in punctuation including, but not limited to, commas, semicolons, and apostrophes.	CO:016 Explain the nature of effective written communications (CS) CO:089 Edit and revise written work consistent with professional standards (CS)	
4. Use apostrophes to indicate contractions and possessive constructions.	CO:016 Explain the nature of effective written communications (CS)	
5. Use quotation marks to set off the words of a speaker or writer and to set off titles of short works and use punctuation with quotation marks.	CO:016 Explain the nature of effective written communications (CS)	
6. Define the grammatical rules that govern the use of special punctuation marks such as the dash, hyphen, and parentheses.	CO:016 Explain the nature of effective written communications (CS)	
7. Use appropriately ellipsis, italics, and underlining.	CO:016 Explain the nature of effective written communications (CS)	

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8. Identify how to capitalize sentences, proper nouns, abbreviations, adjectives, and titles correctly.	CO:016 Explain the nature of effective written communications (CS)	
9. Write and use numbers according to standard practice in a sentence.	CO:016 Explain the nature of effective written communications (CS)	
Competency: Spelling	MBA Research Performance Indicators	LAPs
Tasks		
1. Illustrate the ability to correctly spell the words regularly used in writing.	CO:016 Explain the nature of effective written communications (CS)	
2. Illustrate the ability to use a dictionary and thesaurus as an aid to spelling, pronunciation, and meaning.	CO:016 Explain the nature of effective written communications (CS)	
3. Identify prefixes and suffixes.	CO:016 Explain the nature of effective written communications (CS)	
4. Explain plural spelling rules.	CO:016 Explain the nature of effective written communications (CS)	
5. Apply spelling rules to homonyms and commonly confusing words such as effect and affect.	CO:016 Explain the nature of effective written communications (CS)	
6. Find silent letters in a word.	CO:016 Explain the nature of effective written communications (CS)	
7. Recognize letter patterns in words.	CO:016 Explain the nature of effective written communications (CS)	
8. Demonstrate application of spelling rules such as i before e, silent e, words ending in y, etc.	CO:016 Explain the nature of effective written communications (CS)	

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Competency: Proofreading & Editing	MBA Research Performance Indicators	LAPs
Tasks		
1. Proofread a paragraph and identify spelling, grammatical, and punctuation errors.	CO:089 Edit and revise written work consistent with professional standards (CS) NF:180 Proofread documents (CS)	
2. Proofread written communications with errors, using proofreader's marks.	CO:089 Edit and revise written work consistent with professional standards (CS) NF:180 Proofread documents (CS)	
3. Compare drafts to final documents and make editorial changes.	CO:089 Edit and revise written work consistent with professional standards (CS) NF:180 Proofread documents (CS)	
4. Proofread and edit business documents to ensure they are clear, correct, concise, complete, consistent, and courteous.	CO:089 Edit and revise written work consistent with professional standards (CS) NF:180 Proofread documents (CS)	
5. Review sentence structure and the style of writing.	CO:089 Edit and revise written work consistent with professional standards (CS) NF:180 Proofread documents (CS)	
6. Review and edit for the effectiveness of word choices.	CO:089 Edit and revise written work consistent with professional standards (CS) NF:180 Proofread documents (CS)	

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Competency: Word Definition and Usage	MBA Research Performance Indicators	LAPs
Tasks		
1. Deduce the meanings of words and idiomatic phrases.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
2. Recognize how word selection and usage affects communication.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
3. Recognize slang, jargon, and clichés.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
4. Recognize common errors in word usage.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
5. Use proper sentence structure.	Ei:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
6. Illustrate the proper way to divide words.	CO:016 Explain the nature of effective written communications (CS)	
7. Identify homophones.	CO:016 Explain the nature of effective written communications (CS)	
8. Create new words using root words.	CO:016 Explain the nature of effective written communications (CS)	

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9. Illustrate the ability to use a dictionary and thesaurus as an aid to spelling, pronunciation, and meaning.	CO:016 Explain the nature of effective written communications (CS)	
10. Use contextual clues to recognize word meaning.	CO:016 Explain the nature of effective written communications (CS)	
Competency: Oral Communication Concepts	MBA Research Performance Indicators	LAPs
Tasks		
1. Use bias-free language (e.g., gender, race, religion, physical challenges, and sexual orientation)	EI:036 Treat others with dignity and respect (PQ)	LAP-EI-036 Everyone's Worthy (Treating Others With Dignity and Respect)
2. Illustrate sensitivity to audience needs and desires.	CO:084 Employ communication styles appropriate to target audience (CS) CR:019 Adapt communication to the cultural and social differences among clients (CS)	
3. Differentiate between pronunciation and enunciation.	CO:147 Explain the nature of effective verbal communications (PQ)	
4. Correctly choose and pronounce words used in verbal communication.	CO:147 Explain the nature of effective verbal communications (PQ)	
5. Provide a clear description of a simple system or process or give clear, concise directions.	CO:083 Give verbal directions (PQ)	
6. Use proper techniques to make an oral presentation.	CO:025 Make oral presentations (SP)	LAP-CO-025 Well Said! (Making Oral Presentations)
7. Express opinions and discuss issues positively and tactfully.	EI:036 Treat others with dignity and respect (PQ)	LAP-EI-036 Everyone's Worthy (Treating Others With Dignity and Respect)

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8. Identify major listening barriers and effective active listening techniques.	CO:017 Demonstrate active listening skills (PQ)	LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)
9. Ask questions to clarify information.	CO:058 Ask relevant questions (PQ)	
10. Interpret nonverbal cues in messages.	CO:059 Interpret others' nonverbal cues (PQ)	
11. Follow spoken directions.	CO:119 Follow oral directions (PQ)	
12. Listen objectively and record major points of a speaker's message.	CO:085 Utilize note-taking strategies (CS)	
Competency: Reading Comprehension	MBA Research Performance Indicators	LAPs
Tasks		
1. Read and follow directions.	CO:056 Apply written directions to achieve tasks (PQ)	
2. Demonstrate reading comprehension by restating or summarizing.	CO:055 Extract relevant information from written materials (PQ)	
3. Differentiate between fact and opinion.	NF:077 Assess information needs (CS)	
4. Determine if a text is descriptive, informative, instructional, or persuasive.	NF:278 Draw conclusions based on information analysis (CS)	
5. Summarize the important points of a document.	CO:055 Extract relevant information from written materials (PQ) NF:278 Draw conclusions based on information analysis (CS)	
6. Identify and explain enhancements such as graphs, charts, tables, and illustrations/photographs for visual impact.	CO:087 Select and use appropriate graphic aids (CS)	
7. Interpret information from articles, manuals, etc.	NF:278 Draw conclusions based on information analysis (CS)	

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8. Select the appropriate reading method (e.g., skimming, scanning, speed-reading, and in-depth reading) for a particular situation.	CO:016 Explain the nature of effective written communications (CS)	
9. Identify factors that affect readability of text (e.g., sentence length, word selection, and type size).	CO:016 Explain the nature of effective written communications (CS)	
10. Investigate the need for various reading skills in the workplace such as reading for information, summarization, drawing conclusions, making judgments, and following directions.	CO:016 Explain the nature of effective written communications (CS)	
11. Evaluate the quality and reliability of source information.	NF:079 Evaluate quality and source of information (CS)	
12. Analyze information presented in a variety of formats such as tables, lists, and figures.	NF:079 Evaluate quality and source of information (CS)	
13. Use note-taking skills that incorporate critical listening and reading techniques.	CO:085 Utilize note-taking strategies (CS)	

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Competency A: Money Management, Banking, and Investments	MBA Research Performance Indicators	LAPs
Tasks		
1. Discuss the nature of monetary policy and the role of the Federal Reserve System.	EC:073 Discuss the nature of monetary policy (MN) EC:097 Explain the role of the Federal Reserve System (MN)	
2. Discuss the general methods of financing business ventures and various sources of financing.	FI:031 Explain sources of financial assistance (ON)	
3. Develop, evaluate, and modify a spending/savings plan.	FI:066 Develop personal budget (CS) FI:783 Make responsible financial decisions (CS) FI:099 Develop company's/department's budget (MN)	LAP-FI-099 Build Your Game Plan (Developing a Company/Department Budget)
4. Describe the purpose of budgets and identify the steps in preparing a good budget.	FI:106 Describe the nature of budgets (SP)	LAP-FI-106 Money Tracks (Nature of Budgets)
5. Demonstrate proper procedures for managing a checking account (e.g., writing checks, balancing check register, making deposits, electronic funds transfers, and debit cards).	FI:560 Write checks (PQ) FI:070 Balance a bank account (PQ)	
6. Compare services provided by banks, credit unions, and other financial institutions.	FI:075 Describe types of financial-services providers (CS)	
7. Define the difference between fixed expenses and variable expenses.	OP:024 Explain the nature of overhead/operating costs (SP)	LAP-OP-024 Watch Your (Over) Head (Overhead/Operating Costs)

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8. Prepare and interpret financial statements such as a balance sheet and an income and expenditure record.	FI:091 Describe the nature of cash flow statements (SP) FI:092 Prepare cash flow statements (MN) FI:093 Explain the nature of balance sheets (SP) FI:094 Describe the nature of income statements (SP) FI:149 Prepare income statements (MN) FI:393 Prepare balance sheets (MN)	LAP-FI-091 Count the Cash (Cash Flow Statements) LAP-FI-093 The Right Balance (The Nature of Balance Sheets) LAP-FI-094 Watch Your Bottom Line (Income Statements)
9. Evaluate savings and investment options (e.g., stocks, bonds, mutual funds, real estate, etc.) to meet short- and long-term goals.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
10. Describe source of securities information.	FI:274 Describe sources of securities information (CS)	
11. Compare and contrast various sources of credit.	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
12. Explain the advantages and disadvantages of using credit.	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
13. Compute simple interest loans.	FI:782 Calculate the cost of credit (CS)	
14. Explain how a good credit record can be established and maintained.	FI:002 Explain the purposes and importance of credit (CS) FI:071 Demonstrate the wise use of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)

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Competency B: Consumerism	MBA Research Performance Indicators	LAPs
Tasks		
1. List sources of consumer information.		
2. Identify rights and responsibilities of consumers and list ways to protect consumer rights.	FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	
3. Explain the function of organizations such as the Better Business Bureau and the Federal Trade Commission.	PR:101 Describe the regulation of promotion (SP)	
4. Analyze the characteristics, motivations, and behaviors of consumers.	MK:014 Explain factors that influence customer/client/business buying behavior (SP) SE:883 Determine prospect's buying motives for use in selling (SP)	LAP-MK-014 Cause and Effect (Buying Behavior) LAP-SE-883 What's the Motive? (Determining Buying Motives)
5. Interpret financial elements to determine impact on consumer behavior.		
6. Describe the use of advertisements and other marketing strategies.	PR:003 Identify the elements of the promotional mix (SP)	LAP-PR-903 Spread the Word (Nature of the Promotional Mix)
7. Explain the importance of comparative shopping.	FI:783 Make responsible financial decisions (CS)	
8. Describe the difference between a promotional and a clearance sale.		

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Competency C: Characteristics and Organization of Business	MBA Research Performance Indicators	LAPs
Tasks		
1. Define the main goals and functions of a business.	EC:070 Explain the role of business in society (CS)	LAP-EC-070 Business Connections (Business and Society)
2. Explain the difference between gross profit and net profit.	EC:010 Identify factors affecting a business's profit (CS)	LAP-EC-910 Risk Rewarded (Factors Affecting Profit)
3. List and describe the steps in organizing a business.	EN:039 Describe the nature of entrepreneurship (SP)	
4. Define the main features, advantages, and disadvantages of various types of business ownership.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
5. Describe the major functions of business and their relationship to one another.	EC:071 Describe types of business activities (CS)	LAP-EC-071 Strictly Business (Business Activities)
6. Identify current business trends to recognize changes needed in business operations.	NF:013 Describe current business trends (SP)	
7. Develop a business plan that facilitates growth and business success.	SM:013 Develop business plan (ON)	LAP-SM-013 Plan for Success (Creating a Business Plan)
Competency D: Economic Systems	MBA Research Performance Indicators	LAPs
Tasks		
1. Define key economic terms.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
2. Analyze the role of supply and demand in the economy.	EC:005 Explain the principles of supply and demand (CS)	LAP-EC-011 It's the Law (Supply and Demand)

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3. Identify major components of the free enterprise system.	EC:009 Explain the concept of private enterprise (CS)	LAP-EC-015 People Power (The Private Enterprise System)
4. Explain the economic role played by business in satisfying customer needs and wants in a free enterprise system.	EC:070 Explain the role of business in society (CS)	LAP-EC-070 Business Connections (Business and Society)
5. Recognize effects of competition on businesses, consumers, and society.	EC:012 Explain the concept of competition (CS)	LAP-EC-912 Ready, Set, Compete! (Competition)
6. Explain characteristics, including strengths and weaknesses of various types of economic systems (e.g., traditional, communist, socialist, etc.).	EC:007 Explain the types of economic systems (CS)	LAP-EC-907 Who's the Boss? (Economic Systems)
7. Identify factors affecting business profit.	EC:010 Identify factors affecting a business's profit (CS)	LAP-EC-910 Risk Rewarded (Factors Affecting Profit)
8. Explain the importance of productivity and how finances, labor, and technology affect productivity.	EC:013 Explain the concept of productivity (CS)	LAP-EC-018 Make the Most of It (Productivity)
9. Identify economic trends/indicators to measure economic conditions.	EC:081 Discuss the measure of consumer spending as an economic indicator (SP) EC:083 Describe the economic impact of inflation on business (SP) EC:017 Explain the concept of Gross Domestic Product (GDP) (SP) EC:082 Discuss the impact of a nation's unemployment rates (SP) EC:084 Explain the economic impact of interest-rate fluctuations (SP) EC:018 Determine the impact of business cycles on business activities (SP)	LAP-EC-083 Up, Up, and Away (Inflation) LAP-EC-917 Measure Up? (Gross Domestic Product) LAP-EC-082 Help Wanted? (Impact of Unemployment Rates) LAP-EC-918 Boom or Bust (Impact of Business Cycles)

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10. Examine current events (regional, national, and international) to determine their impact on business.	EC:105 Describe factors that affect the business environment (SP)	LAP-EC-105 What's Shakin'? (Factors Affecting the Business Environment)
11. Analyze the economic impact of e-commerce.		
Competency E: Rights and Responsibilities of Employees, Managers, Owners, and Government	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify ways for businesses to demonstrate their social responsibility.	EC:070 Explain the role of business in society (CS)	LAP-EC-070 Business Connections (Business and Society)
2. Identify ways to improve employee morale and customer satisfaction.	HR:449 Describe ways that businesses build positive employer-employee relationships (SU) HR:403 Foster "right" environment for employees (SU) MK:019 Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.) (SP)	LAP-MK-019 Just Do It...Right (Company Actions and Results)
3. Discuss procedures and consequences when on-the-job rules and laws are not followed.		
4. Identify basic principles of organized labor and describe its influence on government and business.	EC:015 Explain the concept of organized labor and business (SP)	LAP-EC-915 Get United (Organized Labor)
5. Explain the impact of equal employment opportunity and affirmative action on business.	BL:007 Explain the nature of human resources regulations (SU)	
6. Recognize bias, vested interest, stereotyping, and the manipulation and misuse of information	EI:017 Recognize and overcome personal biases and stereotypes (PQ) EI:038 Explain ethical considerations in providing information (SP)	LAP-EI-917 Don't Jump to Conclusions! (Recognizing and Overcoming Personal Biases and Stereotypes)

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7. Determine the relationship between government and business to ascertain government's role in a market economy.	EC:008 Determine the relationship between government and business (CS)	LAP-EC-016 Regulate and Protect (Government and Business)
8. Analyze impact of government regulation and rights on business.	EC:008 Determine the relationship between government and business (CS)	LAP-EC-016 Regulate and Protect (Government and Business)
Competency F: Career Awareness	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify personal qualities and characters and match to business careers.	PD:013 Assess personal interests and skills needed for success in business (PQ)	
2. Identify factors affecting the future of the workforce.		
3. Identify sources of information about careers and job leads.	PD:022 Identify sources of career information (CS)	
4. Write a letter of application.	PD:030 Write a letter of application (CS)	
5. Prepare a resume or personal data sheet.	PD:031 Prepare a resume (CS)	
6. Demonstrate how to properly fill out a job application form.	PD:027 Complete a job application (PQ)	
7. Implement job-interview strategies.	PD:028 Interview for a job (PQ)	

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Competency G: Insurance	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify reasons for buying personal and business insurance.	FI:081 Describe the concept of insurance (CS)	
2. Distinguish among the various types of insurance (e.g., home, life, medical automobile, liability, disability, etc.).	FI:081 Describe the concept of insurance (CS)	
3. Compare basic types of insurance policies to determine appropriate use.	FI:081 Describe the concept of insurance (CS) FI:571 Determine insurance needs (SP)	
4. Implement safety, health, and environmental controls to minimize loss and risk.	OP:008 Maintain a safe work environment (CS)	
Competency H: Ethics	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify current and emerging ethical issues in the global business environment and the consequences of unethical business dealings.	EC:106 Explain the nature of business ethics (SP)	LAP-EC-106 On the Up and Up (Business Ethics)
2. Exhibit legal and ethical behaviors when using information and technology and discuss consequences of misuse.	NF:111 Explain the role of ethics in information management (SP) NF:076 Explain legal issues associated with information management (SP)	
3. Apply a professional code of ethics to a workplace problem or issue.	EI:125 Recognize and respond to ethical dilemmas (CS)	LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas)

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4. Apply ethics and government regulations to protect the business.	EI:125 Recognize and respond to ethical dilemmas (CS)	LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas)
5. Explain the relationship of business ethics to product/service management.	PM:040 Explain business ethics in product/service management (SP)	LAP-PM-040 Safe and Sound (Ethics in Product/Service Management)
6. Examine the role of ethics and social responsibility on decision making.	EC:106 Explain the nature of business ethics (SP) EC:070 Explain the role of business in society (CS)	LAP-EC-106 On the Up and Up (Business Ethics) LAP-EC-070 Business Connections (Business and Society)
Competency I: Global (International) Business	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the difference between foreign trade and domestic trade.	EC:016 Explain the nature of global trade (SP)	LAP-EC-916 Beyond US (Global Trade)
2. Describe some of the ways in which social, cultural, economic, legal, and political differences among nations affect international business.	EC:110 Explain cultural considerations that impact global business relations (SP) EC:045 Discuss the impact of cultural and social environments on global trade (SP) EC:113 Describe the impact of the political environment on world trade (SP) EC:116 Explain the impact of a country's economic development on world trade (SP)	LAP-EC-045 On Top of the World (Impact of Culture on Global Trade)

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3. Discuss how current world events impact international business.	EC:109 Discuss the impact of globalization on business (SP)	
4. Recognize the impact of international trade on business.	EC:109 Discuss the impact of globalization on business (SP)	
5. Demonstrate an understanding of global competition.	EC:016 Explain the nature of global trade (SP)	LAP-EC-916 Beyond US (Global Trade)
6. Describe how tariffs, quotas, and embargoes affect world trade.	EC:112 Explain the impact of major trade alliances on business activities (SP)	

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Competency A: Human Relations	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify appropriate work habits and ethics including appropriate dress.	EI:004 Demonstrate ethical work habits (PQ) PD:002 Maintain appropriate personal appearance (PQ)	LAP-EI-004 Work Right (Demonstrating Ethical Work Habits) LAP-PD-002 Look Good, Feel Good (Personal Appearance)
2. Identify, evaluate, and select training resources for employee training programs.	HR:528 Choose learning methods (SP) HR:529 Prepare a training plan (SP)	
3. Develop/explain work processes and procedures (organizational and prioritizing skills).	CO:057 Analyze company resources to ascertain policies and procedures (CS)	
4. Coordinate staff work schedule and workload distribution.	HR:497 Schedule employees (SU)	
5. Contribute to development of job descriptions for staff.	HR:518 Develop job descriptions and profiles (MN)	
6. Discuss and analyze an employee performance evaluation.	HR:463 Develop written performance-management procedures (MN) HR:368 Assess employee performance (SU)	
7. Maintain employee records.	HR:359 Maintain human resources records (SU)	
8. Update policy and procedures manual.	HR:538 Develop an employee handbook (MN) HR:464 Develop human-resources management policy/procedure manual (MN)	
9. Conduct new employee orientation and employee training.	HR:360 Orient new employees (CS) HR:361 Orient new employees (management's role) (SU)	

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10. Create and maintain effective and productive work relationships.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
11. Work in a team to solve problems and share knowledge.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
12. Exhibit behaviors and actions to effectively motivate and lead people.	EI:059 Motivate team members (SP) SM:080 Explain motivation theories and their applications (MN)	
Competency B: Technology Concepts	MBA Research Performance Indicators	LAPs
Tasks		
1. Conduct a needs assessment of hardware, software, furniture, equipment, and supplies.	NF:012 Determine venture's information technology needs (MN)	
2. Evaluate and recommend hardware, vendors, warranties, and purchasing options to solve specific problems.	NF:091 Establish specifications for selecting hardware/software systems (MN) OP:203 Isolate and identify source of technical problem (CS) OP:205 Obtain technical support services (CS)	
3. Remove, upgrade, store, and install computer hardware and supportive software.		
4. Navigate the basic operating system and internet applications.	NF:085 Use basic operating systems (PQ) NF:006 Demonstrate basic web-search skills (PQ)	
5. Manage files and folders.	NF:171 File records electronically/manually (CS) NF:172 Organize and maintain files (CS)	

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6. Identify and use appropriate help resources to learn software and hardware and to solve problems (e.g., help desks, online help, and manuals).	OP:204 Follow manufacturer's written procedures to fix technical problem (CS) OP:205 Obtain technical support services (CS)	
7. Select and apply the appropriate productivity software to complete tasks.	NF:005 Demonstrate personal information management/productivity applications (PQ)	
8. Identify, evaluate, and select software specific to an organizational function and/or industry.	NF:012 Determine venture's information technology needs (MN)	
9. Select and apply multimedia software appropriate for specific tasks.		
Competency C: Communication Skills	MBA Research Performance Indicators	LAPs
Tasks		
1. Compose, give, and follow oral and written instructions.	CO:056 Apply written directions to achieve tasks (PQ) CO:119 Follow oral directions (PQ) CO:083 Give verbal directions (PQ) CO:139 Provide directions for completing job tasks (SU)	
2. Identify good listening skills.	CO:017 Demonstrate active listening skills (PQ)	LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)
3. Interpret verbal and nonverbal cues/behaviors to enhance communication.	CO:059 Interpret others' nonverbal cues (PQ)	
4. Locate/maintain telephone numbers and addresses.	OP:349 Update mail/telephone directories (CS)	

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5. Identify proper techniques for answering, screening, and placing calls, including conference calls.	CO:114 Handle telephone calls in a businesslike manner (CS) CO:183 Field telephone calls (CS) CO:184 Screen telephone calls (CS) CO:214 Route telephone calls (CS) NF:199 Prepare for cyber- and video-conferencing (SP)	
6. Identify proper techniques for placing a caller on hold, transferring a call, and/or taking a message.	CO:114 Handle telephone calls in a businesslike manner (CS) CO:183 Field telephone calls (CS) CO:184 Screen telephone calls (CS) CO:214 Route telephone calls (CS)	
7. Identify, analyze, and evaluate emerging communications technologies for use in organizations.		
8. Process electronic communications (e.g., fax, e-mail, file transmissions).	OP:200 Operate fax machines (PQ) NF:004 Demonstrate basic e-mail functions (PQ)	
9. Prepare and deliver oral presentations.	CO:025 Make oral presentations (SP) NF:008 Demonstrate basic presentation applications (PQ) NF:123 Demonstrate advanced presentation applications (SP) NF:195 Prepare materials for presentations (CS)	LAP-CO-025 Well Said! (Making Oral Presentations)
10. Receive/greet visitors and clients; make introductions, and direct inquiries.	CO:181 Greet and direct visitors (CS)	

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11. Locate, organize, and reference information from a variety of sources to communicate with co-workers and customers/clients.	CO:086 Organize information (CS) NF:078 Obtain needed information efficiently (CS) NF:080 Apply information to accomplish a task (CS) NF:173 Collect documentation needed to compile reports (CS)	
12. Communicate with customers and other employees to foster positive relations, clarify workplace objectives, and provide feedback.	CR:005 Reinforce service orientation through communication (CS) EI:129 Foster open, honest communication (SP) EI:037 Foster positive working relationships (CS) EI:098 Maintain contact with key clients/customers (SP)	LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication) LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
13. Compose business documents such as agendas, reports, and correspondence.	CO:133 Write business letters (CS) CO:094 Prepare simple written reports (SP) NF:194 Prepare agendas (CS) NF:192 Prepare company correspondence (CS) NF:181 Prepare reports (CS)	
14. Develop and interpret tables, charts, and figures to support written and oral communications.	CO:087 Select and use appropriate graphic aids (CS) CO:204 Use data visualization techniques (e.g., infographics, heat-maps, dynamic model outputs) (SP)	
Competency D: Decision Making/Management	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify different types of leadership styles and describe characteristics of effective leaders.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
2. Identify the functions of management.	SM:001 Explain the concept of management (CS)	LAP-SM-001 Manage This! (Concept of Management)

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3. List the responsibilities involved at the different levels of management.	SM:001 Explain the concept of management (CS)	LAP-SM-001 Manage This! (Concept of Management)
4. Interpret an organizational chart.	EC:103 Explain the organizational design of businesses (SP)	LAP-EC-103 Designed to Work (Organizational Design of Businesses)
5. Set priorities and develop efficient procedures for workflow and monitor workloads.	EN:027 Explain methods/processes for organizing workflow (ON) EI:072 Resolve problems with workflow (SU)	
6. Develop efficient office teams and apply skills to assigned activities and to resolve conflicts.	EI:045 Participate as a team member (CS) HR:387 Coordinate efforts of cross-functional teams to achieve project/company goals (SU)	LAP-EI-045 Team Up (Participating as a Team Member)
7. Examine potential problems facing business and offer alternative solutions including contingency plans.	OP:493 Develop an operational contingency plan (MN)	
8. Acquire, analyze, access, exchange, organize, and synthesize information to guide business decision making and to increase workplace efficiency and effectiveness.	CO:086 Organize information (CS) NF:078 Obtain needed information efficiently (CS) NF:080 Apply information to accomplish a task (CS) NF:173 Collect documentation needed to compile reports (CS)	
9. Identify, write, and monitor workplace performance goals to guide progress in assigned areas of responsibility and accountability.	SM:027 Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.) (MN)	
10. Manage quality-control processes to minimize errors and to expedite workflow.	OP:164 Utilize quality control methods at work (SP)	

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Competency E: Career Development	MBA Research Performance Indicators	LAPs
Tasks		
1. Explore business careers and examine job opportunities through various sources, including newspapers, employment agencies, personal inquiries, and the Internet.	PD:025 Explain employment opportunities in business (CS) PD:022 Identify sources of career information (CS) PD:026 Utilize job-search strategies (PQ)	LAP-PD-025 Go for It! (Careers in Business)
2. Develop a career plan.	PD:023 Identify tentative occupational interest (CS)	
3. Prepare a letter of application, resume, employment application, and follow-up letter.	PD:027 Complete a job application (PQ) PD:029 Write a follow-up letter after job interviews (CS) PD:030 Write a letter of application (CS) PD:031 Prepare a resume (CS)	
4. Identify behaviors considered to be appropriate or inappropriate in a job interview.	PD:028 Interview for a job (PQ)	
5. Identify the steps to follow in resigning from a position.		
6. Develop and maintain a portfolio and personal professional documents and certifications.		
7. Identify potential employment barriers for nontraditional groups and ways to overcome the barriers.		
8. Utilize career-advancement activities to enhance professional development.	PD:036 Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (SP)	

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Competency F: Business Operations	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify characteristics of an efficiently organized workstation and recommend improvements in physical layout.		
2. Make decisions on best reprographics methods to use for a specific task including appropriate paper.	OP:198 Operate copier (PQ) OP:199 Operate printer (PQ)	
3. Process incoming and outgoing mail, including electronic mail.	OP:348 Open and distribute office mail/parcels (CS) OP:350 Coordinate direct mailings (SP) NF:004 Demonstrate basic e-mail functions (PQ)	
4. Identify and coordinate special mail services and alternative courier and electronic mail services.	OP:350 Coordinate direct mailings (SP) NF:004 Demonstrate basic e-mail functions (PQ)	
5. Arrange and coordinate travel arrangements for supervisor or staff (e.g., reservations, itinerary).	NF:189 Prepare itinerary (SP) NF:167 Make travel arrangements (SP)	
6. Demonstrate time management skills.	EI:077 Manage commitments in a timely manner (CS) PD:019 Use time-management skills (SP) OP:352 Chunk and sequence tasks for timely completion of job responsibilities (CS)	LAP-EI-077 Commit to It! (Managing Commitments in a Timely Manner) LAP-PD-019 About Time (Time Management)
7. Coordinate meetings, events, and activities related to the office.	NF:168 Make meeting arrangements (SP) OP:233 Plan meetings (SP) OP:358 Plan events (MN) OP:359 Set up and coordinate conference (MN) CO:140 Conduct a staff meeting (SU) CO:052 Conduct planning meetings (SU)	

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8. Use Personal Information Management applications (notes, calendars, contact information) to increase workplace efficiency and to facilitate on-time, prompt completion of work activities.	NF:005 Demonstrate personal information management/productivity applications (PQ) NF:164 Create calendar/schedule (CS) NF:165 Maintain appointment calendar (CS)	
9. Establish procedures to maintain workstation, equipment, materials, and supplies.	KM:009 Create and maintain a work station/ procedures manual (MN) OP:026 Control use of supplies (SU)	
10. Troubleshoot problems with office equipment to make repairs and/or to obtain technical support.	OP:203 Isolate and identify source of technical problem (CS) OP:204 Follow manufacturer's written procedures to fix technical problem (CS) OP:205 Obtain technical support services (CS)	
11. Maintain office equipment such as printers, copiers, and fax machines (add toner, load paper, clear paper path, change cartridge).	OP:198 Operate copier (PQ) OP:199 Operate printer (PQ) OP:200 Operate fax machines (PQ)	
12. Manage preventive maintenance and repair of equipment.	OP:006 Follow instructions for use of equipment, tools, and machinery (PQ)	
13. Implement processes for purchasing business supplies, equipment, and services.	OP:016 Place orders/reorders (CS) OP:031 Maintain inventory of supplies (CS) OP:360 Re-order/purchase office supplies (CS) OP:361 Purchase office furniture/equipment (MN)	
14. Identify types of business ownership.	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)

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Competency G: Database/Information Management	MBA Research Performance Indicators	LAPs
Tasks		
1. Establish and maintain document and information storage and retrieval system.	NF:081 Store information for future use (CS) NF:002 Maintain customer records (SP) NF:172 Organize and maintain files (CS) NF:175 Set up filing system appropriate for media/documents being stored (SP) NF:176 Control incoming/outgoing documentation process (SP) NF:177 Develop retention system appropriate for media/documents being stored (SP) NF:178 Archive information according to retention procedures (SP)	
2. Prepare and maintain an inventory record of software, furniture, hardware, equipment, and supplies.	OP:031 Maintain inventory of supplies (CS)	
3. Maintain (index, code, sort, and file) alphabetical, subject, numerical, and chronological filing system and retrieve information from files.	NF:081 Store information for future use (CS) NF:171 File records electronically/manually (CS) NF:172 Organize and maintain files (CS) NF:175 Set up filing system appropriate for media/documents being stored (SP) OP:347 Code and enter data (CS)	
4. Maintain tickler file system and retrieve information from files.	NF:141 Access information in the database system (SP) NF:151 Demonstrate basic data mining techniques (SP) NF:125 Mine databases for information (SP)	

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5. Maintain reference library, clippings, and historical records.		
6. Purge records and/or files.	NF:179 Audit records periodically (MN)	
7. Convert and save data using scanning equipment.	NF:177 Develop retention system appropriate for media/documents being stored (SP) NF:178 Archive information according to retention procedures (SP) NF:128 Capture text using OCR (optical character reader) software (SP) NF:131 Utilize imaging software (SP) OP:202 Operate scanner (CS)	
Competency H: Ethics/Safety	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify major causes of office-related accidents and establish safety and security measures to maintain office safety.	OP:008 Maintain a safe work environment (CS) OP:151 Identify potential safety issues (MN) OP:012 Establish safety policies and procedures (MN)	
2. Adhere to privacy, safety and security policies and legislation (e.g., acceptable use policy, Web page policies, student photo policies, computer crime, fraud, abuse).	OP:441 Explain information privacy, security, and confidentiality considerations in business (CS) OP:064 Maintain data security (CS) OP:206 Adhere to technology safety and security policies (e.g., acceptable use policy, web page policies) (CS) OP:208 Adhere to laws pertaining to computer crime, fraud, and abuse (CS)	

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3. Implement organizational policies and procedures for security, privacy, and risk management.	OP:206 Adhere to technology safety and security policies (e.g., acceptable use policy, web page policies) (CS) OP:208 Adhere to laws pertaining to computer crime, fraud, and abuse (CS)	
4. Demonstrate knowledge of an emergency/disaster plan.	OP:209 Follow procedures used to restart and recover from situations (e.g., system failure, virus infection) (CS)	
5. Discuss basic issues related to responsible use of technology and describe personal or legal consequences of inappropriate use.	OP:206 Adhere to technology safety and security policies (e.g., acceptable use policy, web page policies) (CS) OP:208 Adhere to laws pertaining to computer crime, fraud, and abuse (CS)	
6. Identify confidentiality concepts and policies in an office.	EI:076 Exercise confidentiality (CS)	
7. Identify characteristics of professional conduct and work ethics (integrity, loyalty, honesty, courtesy, etc.).	EI:004 Demonstrate ethical work habits (PQ) EI:123 Describe the nature of ethics (CS)	LAP-EI-004 Work Right (Demonstrating Ethical Work Habits) LAP-EI-123 Rules to Live By (Nature of Ethics)
8. Analyze various ethical issues and problems related to the office including acceptable/unacceptable office behavior.	EI:124 Explain reasons for ethical dilemmas (CS) EI:125 Recognize and respond to ethical dilemmas (CS)	LAP-EI-124 What's the Situation? (Reasons for Ethical Dilemmas) LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas)

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9. Examine factors related to ergonomics and its importance to the office worker.	OP:207 Apply ergonomic techniques to technology tasks (CS)	
10. Read, interpret, and adhere to software license agreements and legal mandates (e.g., ADA, Sarbanes-Oxly).	OP:208 Adhere to laws pertaining to computer crime, fraud, and abuse (CS)	
Competency I: Finance	MBA Research Performance Indicators	LAPs
Tasks		
1. Prepare banking transactions (deposit slips, reconcile bank statement, etc.).	FI:560 Write checks (PQ) FI:069 Maintain financial records (PQ) FI:070 Balance a bank account (PQ) FI:113 Explain cash control procedures (e.g., signature cards, deposit slips, internal/external controls, cash clearing, etc.) (CS)	
2. Use manual and electronic methods to complete payroll documents and other financial transactions.	FI:606 Perform payroll duties (i.e., compile hours, write payroll checks, distribute checks) (MN)	
3. Apply uses of calculator or computer numeric keypad in solving business problems.	OP:197 Operate calculator (PQ)	
4. Develop budgets for office and/or specific events and manage expenses.	FI:604 Track expenses (SP) FI:099 Develop company's/department's budget (MN)	LAP-FI-099 Build Your Game Plan (Developing a Company/Department Budget)
5. Complete purchase requisitions and vouchers for payment.	FI:679 Account for purchases (e.g., purchase requisitions, purchase orders, invoices, vouchers, etc.) (CS)	

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6. Implement expense-control strategies to enhance a business's financial well-being (budgets, expenses, contracts).	FI:604 Track expenses (SP) NF:197 Prepare expense report tools (SP) OP:025 Explain employee's role in expense control (SP) OP:029 Develop expense control plans (MN)	LAP-OP-025 Buck Busters (Employee Role in Expense Control)
7. Manage business records to maintain needed documentation.	NF:171 File records electronically/manually (CS) NF:172 Organize and maintain files (CS) NF:002 Maintain customer records (SP)	
8. Record transactions to manage cash fund accounts such as petty cash.	FI:607 Determine the impact of types of transactions on company finances (MN) FI:113 Explain cash control procedures (e.g., signature cards, deposit slips, internal/external controls, cash clearing, etc.) (CS) FI:310 Maintain petty-cash fund (SP)	
9. General finance terms and conditions.	FI:579 Describe the need for financial information (CS) FI:085 Explain the concept of accounting (CS)	LAP-FI-579 By the Numbers (The Need for Financial Information) LAP-FI-085 Show Me the Money (Nature of Accounting)

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Competency J: Information Processing	MBA Research Performance Indicators	LAPs
Tasks		
1. Create, format, and key business documents (agendas, statistical documents, correspondence, reports, etc.) using a variety of input technologies to maximize productivity (keyboarding, scanning, speech recognition, and digital cameras).	NF:007 Demonstrate basic word processing skills (PQ) NF:122 Demonstrate advanced word-processing skills (SP) NF:128 Capture text using OCR (optical character reader) software (SP) NF:129 Use voice recognition technology to prepare documents (SP) NF:131 Utilize imaging software (SP) NF:192 Prepare company correspondence (CS) NF:194 Prepare agendas (CS) NF:195 Prepare materials for presentations (CS) NF:181 Prepare reports (CS)	
2. Utilize software to revise, edit, save, and output documents.	NF:007 Demonstrate basic word processing skills (PQ) NF:122 Demonstrate advanced word-processing skills (SP)	
3. Transcribe business correspondence (correspondence, reports, minutes of meetings, etc.).	KM:008 Take minutes of meetings (SP)	
4. Dictate notes and correspondence.		
5. Create and format tables, charts, and graphs.	CO:204 Use data visualization techniques (e.g., infographics, heat-maps, dynamic model outputs) (SP)	
6. Perform a variety of word processing functions (merge text, sort data, search/replace data, create macros, use templates, etc.).	NF:007 Demonstrate basic word processing skills (PQ) NF:122 Demonstrate advanced word-processing skills (SP)	

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7. Convert document from one operating system to another or one software program to another.		
8. Create, edit, and enhance spreadsheets.	NF:010 Demonstrate basic spreadsheet applications (PQ) NF:126 Demonstrate advanced spreadsheet applications (SP)	
9. Create and edit a database.	NF:009 Demonstrate basic database applications (PQ) NF:124 Demonstrate advanced database applications (SP)	
10. Extract useful information using search queries and generate reports.	NF:121 Demonstrate advanced web-search skills (SP) NF:125 Mine databases for information (SP)	
11. Integrate database, spreadsheet, graphic, and word processing files.	NF:088 Use an integrated business software application package (CS)	
12. Complete preprinted and electronic forms (applications, invoices, purchase orders, purchase invoices, checks, credit memos, and labels).		
13. Scan documents, data, or graphics for document use.	NF:131 Utilize imaging software (SP) OP:202 Operate scanner (CS)	
14. Proofread and edit documents for accuracy and content, grammar, spelling, and punctuation.	NF:180 Proofread documents (CS) NF:196 Edit documents (SP) CO:089 Edit and revise written work consistent with professional standards (CS)	
15. Develop a presentation and/or visual aids that include multiple slides with text and graphics.	NF:008 Demonstrate basic presentation applications (PQ) NF:123 Demonstrate advanced presentation applications (SP)	

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16. Demonstrate ability to use office and online references.		
17. Employ collaborative/groupware applications to facilitate group work (shared files, instant messaging, or virtual meetings).	NF:011 Demonstrate collaborative/groupware applications (CS)	
18. Reproduce and distribute documents and information.	OP:198 Operate copier (PQ) OP:199 Operate printer (PQ)	

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Competency A: Event Management Customer Service Skills	MBA Research Performance Indicators	LAPs
Task		
1. Explain the importance of listening to the customer.	CO:017 Demonstrate active listening skills (PQ)	LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)
2. Understand the value that the customer associates with their personal event.		
3. Understand the demographics of customers for different types of events.	MP:042 Explain the concept of event market identification (CS) MP:043 Identify event market segments (SP)	
4. Plan events that fit the budget of customers.	FI:794 Describe the nature of event budgeting (SP)	
5. Meet the expectations of event customers.	PJ:019 Determine strategies to respond to and manage stakeholder concerns (MN)	
6. Explain the event contract to the customer.	BL:002 Describe the nature of legally binding contracts (SP) PJ:038 Determine event's required contracts, licenses, and intellectual property use restrictions (MN)	
7. Explain important communication skills for event planners.	EI:007 Explain the nature of effective communications (PQ) EI:129 Foster open, honest communication (SP)	LAP-EI-140 More Than Just Talk (Effective Communication) LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication)

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8. Demonstrate an appreciation of the event value for the customer.		
9. Understand related needs and services for event participants.	PJ:025 Identify resources needed for event (SP) PJ:026 Determine accessibility needs (SP) PJ:027 Determine signage needs (SP) PJ:028 Identify audio/visual requirements (SP) PJ:029 Identify transportation requirements (SP) PJ:030 Determine on-site communication requirements (SP) PJ:031 Define conference room/banquet room requirements (SP) PJ:032 Determine guest transportation needs (SP) PJ:033 Identify required guest services (SP)	
10. Manage customer expectations and implement communication check points.	PJ:018 Identify event's stakeholders and their concerns (MN) PJ:019 Determine strategies to respond to and manage stakeholder concerns (MN)	
11. Explain how to handle objections and difficult clients.	CR:009 Handle difficult customers (CS) CR:010 Handle customer/client complaints (CS)	LAP-CR-009 Making Mad Glad (Handling Difficult Customers) LAP-CR-010 Righting Wrongs (Handling Customer Complaints)
12. Determine strategies to help indecisive clients make firm decisions.	SE:221 Recommend hospitality and tourism services (SP)	
13. Explain the power of customer service feedback on social media.	PR:365 Explain the use of social media for digital marketing (SP)	

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Competency B: Management Skills for Successful Event Planners	MBA Research Performance Indicators	LAPs
Task		
1. Describe the skills needed for a successful event planning career.	PD:348 Describe the duties of event planners (SP) PD:349 Explain employment opportunities in event planning (SP)	
2. Explain the importance of multitasking for event planning.		
3. Explain the financial management skills required by event planners.	FI:794 Describe the nature of event budgeting (SP)	
4. Understand the importance of following a budget for the event customer.	FI:794 Describe the nature of event budgeting (SP)	
5. Define the importance of time management skills for event planners.	PD:019 Use time-management skills (SP)	LAP-PD-019 About Time (Time Management)
6. Describe the creativity possessed by successful event planners.	PD:012 Demonstrate appropriate creativity (SP)	LAP-PD-012 Imagine That (Demonstrating Creativity)
7. Explain strategies to diffuse challenges and difficult situations.	CR:046 Determine strategies for resolving customer-service situations (SP) CO:200 Develop a crisis management plan (MN)	
8. Create staffing schedules to accomplish tasks.	HR:559 Develop staffing plan to meet predicted demand (MN)	
9. Manage vendors and understand their duties.	PM:318 Choose hospitality and tourism vendors (SP)	
10. Create budgets to meet clients' expectations.	FI:795 Develop event budget (SP) PJ:051 Set event budget (MN)	

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11. Explain the importance of professional networking in the event planning industry.	PD:352 Explain the services of professional organizations in event planning and management (SP) PD:353 Employ career-advancement strategies in event planning and management (SP)	
12. Explain the importance for developing leadership skills by actively participating in organizations like FBLA.	EL:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
Competency C: Legal Aspects of Event Planning	MBA Research Performance Indicators	LAPs
Task		
1. Explain the elements of a contract.	BL:002 Describe the nature of legally binding contracts (SP)	
2. Explain how the event deposit works.		
3. Understand the impact of food permits on event planning.	BL:165 Describe legal issues affecting the event management industry (SP) PJ:037 Identify food and beverage requirements (SP)	
4. Describe the role of the fire marshal for an event.	BL:165 Describe legal issues affecting the event management industry (SP) PJ:036 Identify health and safety requirements (SP)	
5. Explain the need for security for all types of events.	OP:115 Explain security considerations in the hospitality and tourism industry (CS)	
6. Explain the legal implications of special effects (example: fireworks at an event)	BL:165 Describe legal issues affecting the event management industry (SP)	
7. Explain how a pandemic impacts events of all sizes.	BL:165 Describe legal issues affecting the event management industry (SP)	

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8. Explain the importance of risk management for events.	RM:098 Identify risks to successful event execution (SP) FI:793 Explain the need for event insurance (SP)	
9. Describe the importance of customer safety at events	PJ:036 Identify health and safety requirements (SP)	
10. List risk management requirements for events that may cause issues.	RM:098 Identify risks to successful event execution (SP) RM:100 Determine risk management plan (MN)	
11. Explain the rationale for event insurance.	FI:793 Explain the need for event insurance (SP)	
Competency D: Event Staffing	MBA Research Performance Indicators	LAPs
Task		
1. Explain the importance of adequate staffing for an event.	HR:558 Determine staffing needs for events (SP)	
2. Describe the dress code for events.	PD:002 Maintain appropriate personal appearance (PQ)	LAP-PD-002 Look Good, Feel Good (Personal Appearance)
3. Define a staff timeline and needs list.	HR:559 Develop staffing plan to meet predicted demand (MN)	
4. Define Job descriptions for all staff members.	HR:558 Determine staffing needs for events (SP)	
5. List required permits for events involving food service (Food handlers, TABC, etc.)	PJ:036 Identify health and safety requirements (SP)	
6. Describe check-in and check-out procedures for event planning.	PJ:068 Check people into the event (CS)	
7. List pay ranges for event employees.		
8. Manage labor costs and hours to meet the budget.		
9. Minimize amount paid for employee overtime.		

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10. Define a code of ethics for event staff.	PD:400 Discuss the role of ethics in hospitality and tourism (SP)	
11. Describe training and development for event staff	HR:392 Train staff (SU)	
Competency E: Designing and Executing the Event	MBA Research Performance Indicators	LAPs
Task		
1. Describe event design.	PR:222 Describe the elements of design (SP)	
2. Define effective event flow.		
3. Describe personnel needs for designing and implementing the event.	HR:558 Determine staffing needs for events (SP)	
4. Define ultimate customer service during the planning and execution of the event.	CR:056 Identify factors affecting attendee satisfaction with events (SP) PJ:033 Identify required guest services (SP)	
5. Explain décor design and execution.	PJ:041 Select event décor (SP)	
6. Manage the stress associated with the day of the event.	EI:028 Explain the nature of stress management (SP)	LAP-EI-028 Keep Your Cool (Stress Management)
7. Create ROS (Run of Show) and manage the tasks.	PJ:047 Develop event production schedule (MN)	
8. Create the BEO to handle Food, beverage, and set ups.	PJ:031 Define conference room/banquet room requirements (SP) PJ:037 Identify food and beverage requirements (SP) PJ:057 Complete room specification sheets (SP) PJ:061 Set up banquet/conference rooms (CS)	
9. Manage moving parts on stage or live feed via script and prompts		

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10. Close out events with full reports of attendee counts, over/under budgets, and liabilities.	PJ:077 Determine whether goals/objectives were met (MN) PJ:078 Determine event-improvement needs (MN) PJ:079 Document lessons learned (MN)	
Competency F: Convention Management	MBA Research Performance Indicators	LAPs
Task		
1. Explain the financial value of a convention for a city.	EC:136 Explain the relationship between the economy and hospitality and tourism (SP) FI:797 Determine economic impact of events (MN)	
2. Describe all businesses financially impacted by convention events.	EC:136 Explain the relationship between the economy and hospitality and tourism (SP) FI:797 Determine economic impact of events (MN)	
3. Explain why and how cities compete for major conventions.	EC:136 Explain the relationship between the economy and hospitality and tourism (SP) FI:797 Determine economic impact of events (MN)	
4. Describe the relationship between number of hotel rooms and cities hosting convention events.	PD:399 Describe the interdependence of segments of the hospitality and tourism industry (SP)	
5. Explain security concerns for large convention events.	OP:115 Explain security considerations in the hospitality and tourism industry (CS) PJ:036 Identify health and safety requirements (SP)	
6. Explain how the chamber of commerce gets involved with convention events.		
7. Define room block minimums and attritions		
8. Understand food and beverage min and how it effects the over budget and cost.		

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9. Handle attendee registration.	NF:294 Discuss event registration and attendee management systems (SP) PJ:035 Determine event registration process (SP) PJ:066 Maintain registration area (CS)	
10. Explain convention handbooks, goodie bags, etc.		
11. Handle sponsorships and onsite marketing	PJ:063 Confirm vendors/speakers/sponsors/ transportation (SP) PJ:065 Check signage/displays (SP) PJ:021 Determine sponsorship/vendor goals and objectives (MN) PR:404 Create sponsorship package materials (MN) PJ:046 Develop marketing communications plan (MN)	
12. Explain management of audio visual and sound requirements associated with event management.	PJ:028 Identify audio/visual requirements (SP) PJ:062 Check audio-visual set up (CS)	
Competency G: Crowd Control at the Event	MBA Research Performance Indicators	LAPs
Task		
1. Explain event traffic flow.		
2. Describe how to streamline an event.		
3. Explain the importance of attendee flow at an event.		
4. Describe the role of the fire marshal at an event.	BL:165 Describe legal issues affecting the event management industry (SP)	
5. Create an event layout and flow diagram	PJ:040 Determine site layout (SP)	
6. Follow fire marshal guidelines for events not to block exits.	BL:165 Describe legal issues affecting the event management industry (SP)	

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7. Explain special security for the events attended by political leaders (President, Congress, Major).	OP:115 Explain security considerations in the hospitality and tourism industry (CS)	
8. Manage crowd control and develop the process for unwanted guests.	PJ:045 Develop crowd-management plan (MN)	
9. Explain maximum event capacity and the need for accessible exits at events	PJ:026 Determine accessibility needs (SP) PJ:070 Use crowd management strategies (SP)	
Competency H: Pricing for Events	MBA Research Performance Indicators	LAPs
Task		
1. Explain the importance of working with the customer's budget.	PI:071 Explain considerations in event pricing (SP)	
2. Describe the demographics for different event customers.	MP:043 Identify event market segments (SP)	
3. Explain billing procedures for event management.		
4. Describe the need for payment plans for events.		
5. Describe the cost of events (weddings, celebrations, etc.)	PI:071 Explain considerations in event pricing (SP)	
6. Explain cost ranges for product and services (Cake for 100ppl \$200-\$3,000), etc.	PI:071 Explain considerations in event pricing (SP)	
7. Define guest counts and cost per person.	PI:073 Establish participant pricing objectives (MN)	
8. Explain non-guest costs like entertainment, venue, etc.	PI:071 Explain considerations in event pricing (SP)	
9. Match event prices to the budget for the event.	PI:079 Set event prices (MN)	

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Competency I: Event Planning Careers	MBA Research Performance Indicators	LAPs
Task		
1. Define the role of an event planner.	PD:348 Describe the duties of event planners (SP)	
2. Describe the huge wedding planner industry.	PD:346 Explain types of events (SP)	
3. Explain the role of event space for venue managers.	PD:350 Describe the duties of event managers (SP)	
4. Explain the wide range of event careers ranging from detailed planning to high-level multitasking during event execution.	PD:349 Explain employment opportunities in event planning (SP)	
5. Find salary ranges of event planners.	PD:349 Explain employment opportunities in event planning (SP)	
6. Find companies that are hiring planners and their required qualifications	PD:349 Explain employment opportunities in event planning (SP)	
7. Explain certifications or degrees related to becoming an event planner	PD:354 Explain certifications available to event planners and managers (SP)	
8. List different event planning sectors.	PD:347 Describe the nature of the event industry (SP)	
Competency J: Supply Chain Management of an Event	MBA Research Performance Indicators	LAPs
Task		
1. Define vendors for event planning.	OP:015 Explain the nature and scope of purchasing (CS) CO:211 Solicit event sponsors/vendors/speakers (SP)	LAP-OP-015 Buy Right (Purchasing)
2. Explain the importance of relationships with the vendors.		

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3. Describe financial negotiation with vendors.	PM:319 Negotiate terms with hospitality and tourism suppliers (SP) PI:051 Negotiate charges with vendors (MN)	
4. Describe vendor contracts and what should be on there	PJ:038 Determine event's required contracts, licenses, and intellectual property use restrictions (MN)	
5. Explain vendor set up, performance, and tear down timeline		
6. Explain the reason for vetting vendors to determine their qualifications and reliability.	PM:239 Evaluate vendors' goods and services (SP) PM:318 Choose hospitality and tourism vendors (SP)	
7. Explain vendor insurance and liability.		

FBLA HS: Introduction to Financial Math

Competency A: Basic Math Concepts	MBA Research Performance Indicators	LAPs
Tasks		
1. Develop fluency in addition, subtraction, multiplication, and division of basic operations with and without calculators.		
2. Solve one- and two-step problems involving whole numbers, fractions, and decimals using addition, subtraction, multiplication, and division.		
3. Solve practical computation problems for business such as calculating wages after taxes, developing a budget, and balancing a checkbook.	FI:438 Calculate employee earnings (SP) FI:439 Calculate employee deductions (SP) FI:442 Calculate payroll taxes (SP) FI:066 Develop personal budget (CS) FI:099 Develop company's/department's budget (MN) FI:070 Balance a bank account (PQ) FI:451 Calculate the cost of goods sold (SP) OP:270 Calculate commissions (MN) PI:006 Calculate break-even point (MN) SE:475 Calculate miscellaneous charges (CS) FI:782 Calculate the cost of credit (CS)	LAP-FI-099 Build Your Game Plan (Developing a Company/Department Budget) LAP-PI-006 Tipping Point (Calculating Break-Even Point)
4. Analyze problem statements for missing/irrelevant data; estimate/exact values, and inconsistent parameters.		
5. Identify business math terms.		

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6. Prove that results of computations using whole numbers, fractions, decimals, percents, and proportions are correct.		
7. Recognize patterns and relationships among numbers.		
8. Estimate the results of rational number computations and judge the reasonableness of the results.		
9. Identify and use relationships between operations, such as division as the inverse of multiplication to solve problems.		
10. Apply relational (equal, greater than, less than, etc.) and logical operations in a logical expression.		
11. Select appropriate methods and tools for computing with whole numbers from mental computation, estimation, calculators, and paper and pencil.		
12. Convert within and between measurement systems (metric and customary) and monetary systems using technology where appropriate.		
13. Estimate conversions between the customary and metric systems.		
14. Use the appropriate type of unit to calculate measurement of length, area, weight, volume, angles, and perimeter.		
15. Construct or draw figures with given perimeters and areas.	PR:270 Create planograms (MN)	

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16. Interpret scale drawings and models using maps and blueprints.	PR:349 Read/Implement planograms (SP)	
17. Use touch method on calculator to solve math problems that relate to business and industry.	OP:197 Operate calculator (PQ)	
Competency B: Consumer Credit	MBA Research Performance Indicators	LAPs
Tasks		
1. Define credit and credit terms.	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
2. Identify the costs and benefits of various types of credit.	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
3. Calculate sales tax.	SE:475 Calculate miscellaneous charges (CS)	
4. Compute total purchase price with interest added.	SE:475 Calculate miscellaneous charges (CS)	
5. Compute the costs involved in owning and buying an item such as an automobile.		
6. Compute finance charges for single payment loans.	FI:782 Calculate the cost of credit (CS)	
7. Compare installment and revolving credit costs.	FI:782 Calculate the cost of credit (CS)	
8. Calculate installment loan costs such as amount financed the installment price, finance charge, and installment payment.	FI:782 Calculate the cost of credit (CS)	

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9. Find the estimated annual percentage rate (APR) using a table.	FI:782 Calculate the cost of credit (CS)	
10. Find the finance charge and new balance using the average daily balance method.	FI:782 Calculate the cost of credit (CS)	
Competency C: Data Analysis and Probability	MBA Research Performance Indicators	LAPs
Tasks		
1. Using a data set, determine mean, median, and mode.	NF:093 Interpret statistical findings (SP)	
2. Determine the type of average that best represents the measure of central tendency.	NF:093 Interpret statistical findings (SP)	
3. Distinguish between a simple average and a weighted average and calculate each.	FI:646 Use the time value of money to make business decisions (e.g., projects, investments, etc.) (SP) NF:093 Interpret statistical findings (SP)	
4. Identify and construct various types of graphs and charts.	IM:347 Display data in charts/graphs or in tables (SP)	
5. Compile and arrange facts in an organized manner for a table, chart, or figure.	IM:347 Display data in charts/graphs or in tables (SP)	
6. Explain or prepare written summary of findings expressed in tables, charts, graphs, and figures.	NF:093 Interpret statistical findings (SP) NF:216 Translate research findings into actionable business recommendations (SP)	
7. Make predictions and decisions based on data and communicate their reasoning.	NF:278 Draw conclusions based on information analysis (CS) NF:216 Translate research findings into actionable business recommendations (SP) NF:237 Interpret descriptive statistics for business decision making (SP)	

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Competency D: Decimals	MBA Research Performance Indicators	LAPs
Tasks		
1. Round decimals to the nearest tenth and nearest hundredth.		
2. Add, subtract, multiply, and divide decimals.		
3. Convert a decimal to a fraction.		
4. Convert a fraction to a decimal.		
5. Read and write decimals using the place-value structure of the base-ten number system.		
6. Solve business problems with currency.		
Competency E: Discounts	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify the various types of discounts.	PI:022 Determine discounts and allowances that can be used to adjust base prices (MN)	
2. Calculate the percentage of a discount of an item.	PI:022 Determine discounts and allowances that can be used to adjust base prices (MN)	
3. Calculate a chain discount and net selling price.	PI:022 Determine discounts and allowances that can be used to adjust base prices (MN)	
4. Calculate trade discounts and net selling price.	PI:022 Determine discounts and allowances that can be used to adjust base prices (MN)	
5. Calculate cash discounts and net selling price.	PI:022 Determine discounts and allowances that can be used to adjust base prices (MN)	

FBLA HS: Introduction to Financial Math

Competency F: Fractions	MBA Research Performance Indicators	LAPs
Tasks		
1. Add, subtract, divide, and multiply fractions and mixed numbers with like (common) and unlike denominators.		
2. Work flexibly with fractions to solve application problems.		
3. Convert fractions to decimals, decimals to fractions, and use properties of basic operations to simplify fractional arithmetic expressions.		
4. Convert an improper fraction to a whole or mixed number.		
5. Convert a whole or mixed number to an improper fraction.		
6. Reduce a fraction to lowest terms and raise a fraction to higher terms.		
7. Apply appropriate methods for computing with fractions from among mental computation, estimation, calculators, or computers and paper and pencil.		
Competency G: Percentages	MBA Research Performance Indicators	LAPs
Tasks		
1. Define the terms base, rate, and percentage and identify them in word problems.		
2. Solve for base, rate, or part in a percent problem.		

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3. Convert a whole number, fraction, or decimal to a percent.		
4. Convert a percent to a whole number, fraction, or decimal.		
5. Use the percentage formula to find the unknown value when two values are known.		
6. Find the rate or the base in the increase or decrease of an item.		
7. Calculate markup and markdown of original value of item.	PI:019 Determine cost of product (breakeven, ROI, markup) (MN)	
8. Calculate simple interest.	FI:544 Compute key banking calculations (e.g., interest, annual percentage rate, exchange rates, etc.) (SP)	

FBLA HS: Introduction to Marketing Concepts

Competency A: Basic Marketing Functions	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the marketing concept and describe the benefits of marketing and their importance.	MK:001 Explain marketing and its importance in a global economy (CS)	LAP-MK-901 Have It Your Way! (Nature of Marketing)
2. Explain the seven functions involved in marketing goods and services.	MK:002 Describe marketing functions and related activities (CS)	LAP-MK-002 Work the Big Seven (Marketing Functions)
3. Identify the elements of the marketing mix (e.g., product, price, place, and promotion) and describe its contribution to successful marketing.	MP:001 Explain the concept of marketing strategies (CS)	LAP-MP-001 Pick the Mix (Nature of Marketing Strategies)
4. Explain the concept of product mix and describe types of product mix strategies for various product classifications.	PM:003 Explain the concept of product mix (SP)	LAP-PM-003 Mix and Match (The Nature of the Product Mix)
5. Examine the legal aspects of product development (e.g., patents, copyrights, and trademarks).	BL:051 Describe methods used to protect intellectual property (SP)	
6. Describe the importance of branding, packaging, and labeling.	PM:001 Explain the nature and scope of the product/service management function (SP) PM:021 Explain the nature of product/service branding (SP)	LAP-PM-017 Serving Up Products (Nature of Product/Service Management) LAP-PM-021 It's a Brand, Brand, Brand World! (Nature of Product Branding)
7. Describe factors (e.g., features/benefits, price/quality, competition) used by marketers to position product/business.	PM:042 Describe factors used by marketers to position products/services (SP) PM:207 Describe factors used by businesses to position corporate brands (SP)	LAP-PM-042 Getting Piece of Mind (Factors Used To Position Products/Services)

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8. Identify and explain the factors that influence a product's price (e.g., cost, quality, competition, and brand loyalty).	PI:002 Explain factors affecting pricing decisions (SP)	LAP-PI-902 Make Cents (Factors Affecting Selling Price)
Competency B: Selling and Merchandising	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe the purpose and importance of selling.	SE:017 Explain the nature and scope of the selling function (CS)	LAP-SE-017 Sell Away (The Nature and Scope of Selling)
2. Describe the concepts and techniques used in selling and explain the steps in the selling process.	SE:048 Explain the selling process (CS)	LAP-SE-048 Set Your Sales (The Selling Process)
3. Demonstrate the ability to translate product knowledge/customer service information into customer benefits.	SE:109 Analyze product information to identify product features and benefits (SP)	LAP-SE-109 Find Features, Boost Benefits (Feature-Benefit Selling)
4. Explain the factors that influence customer buying motives and decisions.	MK:014 Explain factors that influence customer/client/business buying behavior (SP)	LAP-MK-014 Cause and Effect (Buying Behavior)
5. Examine the role of salespersons in building customer relationships.	SE:076 Explain the role of customer service as a component of selling relationships (CS)	LAP-SE-076 Go Beyond the Sale (Customer Service in Selling)
6. Demonstrate completing the sales transaction, including method of payment and counting back change; the proper way to fold, wrap, and bag merchandise after a sale; and thanking customers and inviting them to return.	SE:887 Pack and wrap purchases (CS) SE:329 Process sales transactions (e.g., cash, credit, check) (CS)	

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7. Apply appropriate methods of handling customer inquiries, complaints, or difficult situations.	CR:006 Respond to customer inquiries (CS) CR:009 Handle difficult customers (CS) CR:010 Handle customer/client complaints (CS)	LAP-CR-009 Making Mad Glad (Handling Difficult Customers) LAP-CR-010 Righting Wrongs (Handling Customer Complaints)
Competency C: Promotion and Advertising Media	MBA Research Performance Indicators	LAPs
Task		
1. Explain the role of promotion as a marketing function and identify the major purpose of advertising.	PR:001 Explain the role of promotion as a marketing function (CS)	LAP-PR-901 Razzle Dazzle (Nature of Promotion)
2. Identify the advantages and disadvantages of each type of advertising and promotional media. (e.g., radio, television, direct mail, outdoor, and newspaper).	PR:007 Explain types of advertising media (SP)	LAP-PR-007 Ad-quipping Your Business (Types of Advertising Media)
3. Explain the concept of promotional mix and identify the elements of the promotional mix (i.e., advertising, publicity, sales promotion, and personal selling).	PR:003 Identify the elements of the promotional mix (SP)	LAP-PR-903 Spread the Word (Nature of the Promotional Mix)
4. Explain concept and purpose of visual merchandising, display and trade shows to communicate with targeted audiences.	PR:023 Explain the use of visual merchandising in retailing (CS) PR:302 Distinguish between visual merchandising and display (CS)	

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Competency D: Marketing Information, Research, and Planning	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify the reasons for conducting market research.	IM:010 Explain the nature of marketing research (SP)	LAP-IM-010 Seek and Find (Marketing Research)
2. Explain marketing research methods and procedures.	IM:284 Describe methods used to design marketing research studies (i.e., descriptive, exploratory, and causal) (SP)	LAP-IM-284 Better by Design (Marketing Research Designs)
3. Identify sources of primary and secondary data.	IM:281 Describe options businesses use to obtain marketing research data (i.e., primary and secondary research) (SP)	LAP-IM-281 What's the Source? (Obtaining Marketing-Research Data)
4. Identify ways to obtain market data for market research (e.g., surveys, interviews, and observations).	IM:289 Describe data-collection methods (e.g., observations, mail, diaries, telephone, Internet, discussion groups, interviews, scanners, tracking tools) (SP)	LAP-IM-289 Hunting and Gathering (Data Collection Methods)
5. Explain the concept of target markets and market segmentation (e.g., demographics, psychographics, and geographic) and describe how it is used.	MP:003 Explain the concept of market and market identification (CS)	LAP-MP-003 Have We Met? (Market Identification)
6. Explain why a marketing plan is essential and identify the components of a marketing plan.	MP:007 Explain the nature of marketing plans (SP)	LAP-MP-007 A Winning Plan (Nature of Marketing Plans)
7. Describe how marketing information is used in business decisions.	IM:184 Identify data monitored for marketing decision making (SP)	LAP-IM-184 Data Diving (Identifying Marketing Data)

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Competency E: Channels of Distribution	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the concept of distribution and identify the channels of distribution.	OP:522 Explain the nature and scope of distribution (CS) CM:001 Explain the nature and scope of channel management (CS) CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-001 Chart Your Channels (Channel Management) LAP-CM-003 Channel It (Channels of Distribution)
2. Examine direct and indirect channels of distribution (e.g., wholesaler, agent, and broker) and when each is most appropriate to use.	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)
3. Identify shipping and receiving processes.	OP:384 Explain the receiving process (CS) OP:405 Explain shipping processes (CS)	
4. Explain the transportation systems and services (e.g., motor, rail, water, air) used in distribution.	OP:505 Describe the transportation modes (SP) OP:506 Explain the scope of domestic and global transport systems (SP)	
5. Explain storing (e.g., cold storage, commodity, bulk) and warehousing options (e.g., distribution centers, public, and private) and procedures to store merchandise until needed.	OP:400 Explain storing considerations (CS) OP:401 Explain the nature of warehousing (CS)	

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Competency F: E-commerce	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify ways that technology including the Internet impacts marketing.	CM:004 Describe the use of technology in the channel management function (CS) IM:183 Describe the use of technology in the marketing-information management function (SP) PM:039 Describe the use of technology in the product/service management function (SP) PR:100 Describe the use of technology in the promotion function (SP) SE:107 Describe the use of technology in the selling function (SP)	
2. Explain the impact of the Internet on marketing.	IM:183 Describe the use of technology in the marketing-information management function (SP) PR:100 Describe the use of technology in the promotion function (SP) SE:107 Describe the use of technology in the selling function (SP)	
3. Explain considerations in Web site pricing.	PI:067 Explain considerations in website pricing (MN)	
4. Explain how a Web site presence can be used to promote a business or product.	PR:364 Explain the role of business websites in digital marketing (SP)	

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Competency G: Economics	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the concept of competition and describe ways competition affects marketing decisions.	EC:012 Explain the concept of competition (CS)	LAP-EC-912 Ready, Set, Compete! (Competition)
2. Explain the concept of profit in private enterprise and identify factors (e.g., economics, human, and nature) affecting a business' profit.	EC:010 Identify factors affecting a business's profit (CS)	LAP-EC-910 Risk Rewarded (Factors Affecting Profit)
3. Explain the concept of economic resources (e.g., land, labor, capital, and entrepreneurship).	EC:003 Explain the concept of economic resources (CS)	LAP-EC-903 Be Resourceful (Economic Resources)
4. Explain the principles of supply and demand.	EC:005 Explain the principles of supply and demand (CS)	LAP-EC-011 It's the Law (Supply and Demand)
5. Compare and contrast the types of economic systems (e.g., capitalism, socialism, and communism).	EC:007 Explain the types of economic systems (CS)	LAP-EC-907 Who's the Boss? (Economic Systems)

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Competency H: Legal, Ethical, and Social Aspects of Marketing	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify ethical issues and their impact on marketing.	CM:006 Describe ethical considerations in channel management (SP) IM:025 Explain the role of ethics in marketing-information management (SP) PD:137 Explain the need for professional and ethical standards in marketing (SP) PI:015 Describe the role of business ethics in pricing (SP) PM:040 Explain business ethics in product/service management (SP) PR:099 Describe the use of business ethics in promotion (SP) SE:106 Explain legal and ethical considerations in selling (SP)	LAP-CM-006 The Right Path (Ethics in Channel Management) LAP-IM-025 Info With Integrity (Ethics in Marketing-Information Management) LAP-PI-015 Pricing With Purpose (Ethics in Pricing) LAP-PM-040 Safe and Sound (Ethics in Product/Service Management) LAP-SE-106 Keep It Real—In Sales (Legal and Ethical Considerations in Selling)
2. Describe the ways in which special interest groups (e.g., pressure from government and labor groups) and changing cultural characteristics (e.g., aging population, single-person households, and mobility) influence marketing.		
3. Explain the social responsibility (e.g., environmental issues, ethical decisions, community involvement) of marketing in society.	EC:070 Explain the role of business in society (CS) SM:082 Explain the nature of corporate social responsibility (SP)	LAP-EC-070 Business Connections (Business and Society)

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Competency A: Basic Marketing Functions	MBA Research Performance Indicators	LAPs
Tasks		
1. Analyze the differences between a production-oriented company, a sales-oriented company, and a marketing-oriented company.		
2. Explain the marketing concept and describe the benefits of marketing and their importance.	MK:001 Explain marketing and its importance in a global economy (CS)	LAP-MK-901 Have It Your Way! (Nature of Marketing)
3. Explain the functions involved in marketing goods and services.	MK:002 Describe marketing functions and related activities (CS)	LAP-MK-002 Work the Big Seven (Marketing Functions)
4. Identify, explain, compare, and contrast the different types of business ownership (e.g., sole-proprietorship, partnership, corporation, franchise, and licensing).	BL:003 Explain types of business ownership (CS)	LAP-BL-003 Own It Your Way (Types of Business Ownership)
5. Identify the elements of the marketing mix (e.g., product, price, place, and promotion) and describe its contribution to successful marketing.	MP:001 Explain the concept of marketing strategies (CS)	LAP-MP-001 Pick the Mix (Nature of Marketing Strategies)
6. Explain the concept of product mix and describe types of product mix strategies for various product classifications.	PM:003 Explain the concept of product mix (SP)	LAP-PM-003 Mix and Match (The Nature of the Product Mix)
7. Describe the process for new product and service development (e.g., conception, development, and test marketing).	PM:241 Explain new product-development processes (SP)	
8. Explain the advantages and disadvantages of extending product lines and of product line diversification.	PM:003 Explain the concept of product mix (SP)	LAP-PM-003 Mix and Match (The Nature of the Product Mix)

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9. Examine the legal aspects of product development (e.g., patents, copyrights, and trademarks).	BL:051 Describe methods used to protect intellectual property (SP)	
10. Explain the functions of packaging and why each is important.	PM:001 Explain the nature and scope of the product/service management function (SP)	LAP-PM-017 Serving Up Products (Nature of Product/Service Management)
11. Describe the importance of branding, packaging, and labeling.	PM:001 Explain the nature and scope of the product/service management function (SP) PM:021 Explain the nature of product/service branding (SP)	LAP-PM-017 Serving Up Products (Nature of Product/Service Management) LAP-PM-021 It's a Brand, Brand, Brand World! (Nature of Product Branding)
12. Describe factors (e.g., features/benefits, price/quality, competition) used by marketers to position product/business.	PM:042 Describe factors used by marketers to position products/services (SP) PM:207 Describe factors used by businesses to position corporate brands (SP)	LAP-PM-042 Getting Piece of Mind (Factors Used To Position Products/Services)
13. Identify and explain the factors that influence a product's price (e.g., cost, quality, competition, and brand loyalty).	PI:002 Explain factors affecting pricing decisions (SP)	LAP-PI-902 Make Cents (Factors Affecting Selling Price)
14. Explain how consumer practices (e.g., shoplifting, improper returns, and product liability claims) affect prices.	PI:002 Explain factors affecting pricing decisions (SP)	LAP-PI-902 Make Cents (Factors Affecting Selling Price)

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15. Explain ways that government regulations/laws affect pricing practices (e.g., price discrimination and collusion).	PI:017 Explain legal considerations for pricing (SP)	
16. Describe the influences of supply and demand on pricing and the concept of price elasticity.	EC:005 Explain the principles of supply and demand (CS)	LAP-EC-011 It's the Law (Supply and Demand)
Competency B: Channels of Distribution	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the concept of distribution and identify the channels of distribution.	OP:522 Explain the nature and scope of distribution (CS) CM:001 Explain the nature and scope of channel management (CS) CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-001 Chart Your Channels (Channel Management) LAP-CM-003 Channel It (Channels of Distribution)
2. Examine direct and indirect channels of distribution (e.g., wholesaler, agent, and broker) and when each is most appropriate to use.	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)
3. Identify the most efficient means (e.g., cost benefit analysis) for distributing different types of products and services.	CM:012 Assess distribution channels (MN)	
4. Identify shipping and receiving processes.	OP:384 Explain the receiving process (CS) OP:405 Explain shipping processes (CS)	
5. Explain the transportation systems and services (e.g., motor, rail, water, air) used in distribution.	OP:505 Describe the transportation modes (SP) OP:506 Explain the scope of domestic and global transport systems (SP)	

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6. Explain storing (e.g., cold storage, commodity, bulk) and warehousing options (e.g., distribution centers, public, and private) and procedures to store merchandise until needed.	OP:400 Explain storing considerations (CS) OP:401 Explain the nature of warehousing (CS)	
7. Describe the methods of handling merchandise and inventory control.	OP:385 Explain stock-handling techniques used in receiving deliveries (CS) OP:413 Describe inventory control systems (CS)	
Competency C: Legal, Ethical, and Social Aspects of Marketing	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe the impact of specific marketing regulations/laws on both domestic and international business.	CM:005 Explain legal considerations in channel management (SP) IM:419 Describe the regulation of marketing-information management (SP) PI:017 Explain legal considerations for pricing (SP) PM:017 Identify consumer protection provisions of appropriate agencies (SP) PR:101 Describe the regulation of promotion (SP) SE:106 Explain legal and ethical considerations in selling (SP)	LAP-PM-007 Protect and Serve (Consumer Protection) LAP-SE-106 Keep It Real—In Sales (Legal and Ethical Considerations in Selling)

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2. Identify ethical issues and their impact on marketing.	CM:006 Describe ethical considerations in channel management (SP) IM:025 Explain the role of ethics in marketing-information management (SP) PD:137 Explain the need for professional and ethical standards in marketing (SP) PI:015 Describe the role of business ethics in pricing (SP) PM:040 Explain business ethics in product/service management (SP) PR:099 Describe the use of business ethics in promotion (SP) SE:106 Explain legal and ethical considerations in selling (SP)	LAP-CM-006 The Right Path (Ethics in Channel Management) LAP-IM-025 Info With Integrity (Ethics in Marketing-Information Management) LAP-PI-015 Pricing With Purpose (Ethics in Pricing) LAP-PM-040 Safe and Sound (Ethics in Product/Service Management) LAP-SE-106 Keep It Real—In Sales (Legal and Ethical Considerations in Selling)
3. Describe the ways in which special interest groups (e.g., pressure from government and labor groups) and changing cultural characteristics (e.g., aging population, single-person households, and mobility) influence marketing.		
4. Explain the social responsibility (e.g., environmental issues, ethical decisions, community involvement) of marketing in society.	EC:070 Explain the role of business in society (CS) SM:082 Explain the nature of corporate social responsibility (SP)	LAP-EC-070 Business Connections (Business and Society)
5. Discuss the role of federal regulatory agencies (e.g., Food and Drug Administration, Consumer Product Safety Commission, Environmental Protection Agency).	PM:017 Identify consumer protection provisions of appropriate agencies (SP)	LAP-PM-007 Protect and Serve (Consumer Protection)

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Competency D: Promotion and Advertising Media	MBA Research Performance Indicators	LAPs
Task		
1. Explain the role of promotion as a marketing function and identify the major purpose of advertising.	PR:001 Explain the role of promotion as a marketing function (CS)	LAP-PR-901 Razzle Dazzle (Nature of Promotion)
2. Identify major promotional activities used in marketing and the benefits of each.	PR:001 Explain the role of promotion as a marketing function (CS) PR:002 Explain the types of promotion (i.e., institutional, product) (CS)	LAP-PR-901 Razzle Dazzle (Nature of Promotion) LAP-PR-902 Know Your Options (Product and Institutional Promotion)
3. Identify the advantages and disadvantages of each type of advertising and promotional media. (e.g., radio, television, direct mail, outdoor, and newspaper).	PR:007 Explain types of advertising media (SP)	LAP-PR-007 Ad-quipping Your Business (Types of Advertising Media)
4. Identify ethical issues (e.g., false and misleading advertising, copyright infringement, and age group discrimination) in marketing.	PR:099 Describe the use of business ethics in promotion (SP)	
5. Identify various forms and purposes of sales promotion (e.g., sweepstakes, coupons, contests, and specialty products).	PR:249 Identify communications channels used in sales promotion (SP)	
6. Explain the concept of promotional mix and identify the elements of the promotional mix (i.e., advertising, publicity, sales promotion, and personal selling).	PR:003 Identify the elements of the promotional mix (SP)	LAP-PR-903 Spread the Word (Nature of the Promotional Mix)

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7. Explain concept and purpose of visual merchandising, display and trade shows to communicate with targeted audiences.	PR:023 Explain the use of visual merchandising in retailing (CS) PR:302 Distinguish between visual merchandising and display (CS)	
Competency E: Marketing Information, Research, and Planning	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify the reasons for conducting market research.	IM:010 Explain the nature of marketing research (SP)	LAP-IM-010 Seek and Find (Marketing Research)
2. Explain marketing research methods and procedures.	IM:284 Describe methods used to design marketing research studies (i.e., descriptive, exploratory, and causal) (SP)	LAP-IM-284 Better by Design (Marketing Research Designs)
3. Identify sources of primary and secondary data.	IM:281 Describe options businesses use to obtain marketing research data (i.e., primary and secondary research) (SP)	LAP-IM-281 What's the Source? (Obtaining Marketing-Research Data)
4. Identify ways to obtain market data for market research (e.g., surveys, interviews, and observations).	IM:289 Describe data-collection methods (e.g., observations, mail, diaries, telephone, Internet, discussion groups, interviews, scanners, tracking tools) (SP)	LAP-IM-289 Hunting and Gathering (Data Collection Methods)
5. Explain the concept of target markets and market segmentation (e.g., demographics, psychographics, and geographic) and describe how it is used.	MP:003 Explain the concept of market and market identification (CS)	LAP-MP-003 Have We Met? (Market Identification)
6. Explain why a marketing plan is essential and identify the components of a marketing plan.	MP:007 Explain the nature of marketing plans (SP)	LAP-MP-007 A Winning Plan (Nature of Marketing Plans)
7. Describe how marketing information is used in business decisions.	IM:184 Identify data monitored for marketing decision making (SP)	LAP-IM-184 Data Diving (Identifying Marketing Data)

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Competency F: E-Commerce	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify ways that technology including the Internet impacts marketing.	CM:004 Describe the use of technology in the channel management function (CS) IM:183 Describe the use of technology in the marketing-information management function (SP) PM:039 Describe the use of technology in the product/service management function (SP) PR:100 Describe the use of technology in the promotion function (SP) SE:107 Describe the use of technology in the selling function (SP)	
2. Explain the impact of the Internet on marketing.	IM:183 Describe the use of technology in the marketing-information management function (SP) PR:100 Describe the use of technology in the promotion function (SP) SE:107 Describe the use of technology in the selling function (SP)	
3. Identify online shopping techniques for sales and purchasing.		
4. Discuss the role e-commerce will play in the marketing of goods and services.		
5. Explain considerations in Web site pricing.	PI:067 Explain considerations in website pricing (MN)	
6. Explain how a Web site presence can be used to promote a business or product.	PR:364 Explain the role of business websites in digital marketing (SP)	

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Competency G: Economics	MBA Research Performance Indicators	LAPs
Tasks		
1. Analyze the impact of changing economic conditions on marketing strategies.	MK:001 Explain marketing and its importance in a global economy (CS)	LAP-MK-901 Have It Your Way! (Nature of Marketing)
2. Explain the concept of competition and describe ways competition affects marketing decisions.	EC:012 Explain the concept of competition (CS)	LAP-EC-912 Ready, Set, Compete! (Competition)
3. Distinguish between consumer and capital economic goods and services.	EC:002 Distinguish between economic goods and services (CS)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services)
4. Explain the concept and characteristics of private/free enterprise.	EC:009 Explain the concept of private enterprise (CS)	LAP-EC-909 People Power (The Private Enterprise System)
5. Explain the concept of profit in private enterprise and identify factors (e.g., economics, human, and nature) affecting a business' profit.	EC:010 Identify factors affecting a business's profit (CS)	LAP-EC-910 Risk Rewarded (Factors Affecting Profit)
6. Explain the concept of economic resources (e.g., land, labor, capital, and entrepreneurship).	EC:003 Explain the concept of economic resources (CS)	LAP-EC-903 Be Resourceful (Economic Resources)
7. Explain the principles of supply and demand.	EC:005 Explain the principles of supply and demand (CS)	LAP-EC-011 It's the Law (Supply and Demand)
8. Compare and contrast the types of economic systems (e.g., capitalism, socialism, and communism).	EC:007 Explain the types of economic systems (CS)	LAP-EC-907 Who's the Boss? (Economic Systems)

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9. Identify and examine economic indicators and business cycles (e.g., GDP, GNP, and Consumer Price Index).	EC:081 Discuss the measure of consumer spending as an economic indicator (SP) EC:083 Describe the economic impact of inflation on business (SP) EC:017 Explain the concept of Gross Domestic Product (GDP) (SP) EC:082 Discuss the impact of a nation's unemployment rates (SP) EC:084 Explain the economic impact of interest-rate fluctuations (SP) EC:018 Determine the impact of business cycles on business activities (SP)	LAP-EC-083 Up, Up, and Away (Inflation) LAP-EC-917 Measure Up? (Gross Domestic Product) LAP-EC-082 Help Wanted? (Impact of Unemployment Rates) LAP-EC-918 Boom or Bust (Impact of Business Cycles)
10. Explain the concepts of scarcity and elasticity of demand.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
11. Discuss balance of trade, trade barriers, and concepts of tariffs.	EC:016 Explain the nature of global trade (SP) EC:112 Explain the impact of major trade alliances on business activities (SP)	LAP-EC-916 Beyond US (Global Trade)
12. Describe the importance of marketing in a global economy.	MK:001 Explain marketing and its importance in a global economy (CS)	LAP-MK-901 Have It Your Way! (Nature of Marketing)
Competency H: Selling and Merchandising	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe the purpose and importance of selling.	SE:017 Explain the nature and scope of the selling function (CS)	LAP-SE-017 Sell Away (The Nature and Scope of Selling)
2. Describe the concepts and techniques used in selling and explain the steps in the selling process.	SE:048 Explain the selling process (CS)	LAP-SE-048 Set Your Sales (The Selling Process)

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3. Demonstrate the ability to translate product knowledge/customer service information into customer benefits.	SE:109 Analyze product information to identify product features and benefits (SP)	LAP-SE-109 Find Features, Boost Benefits (Feature-Benefit Selling)
4. Explain the factors that influence customer buying motives and decisions.	MK:014 Explain factors that influence customer/client/business buying behavior (SP)	LAP-MK-014 Cause and Effect (Buying Behavior)
5. Explore the ethical issues involved in selling (e.g., high pressure sales and misrepresenting product information).	SE:106 Explain legal and ethical considerations in selling (SP)	LAP-SE-106 Keep It Real—In Sales (Legal and Ethical Considerations in Selling)
6. Examine the role of salespersons in building customer relationships.	SE:076 Explain the role of customer service as a component of selling relationships (CS)	LAP-SE-076 Go Beyond the Sale (Customer Service in Selling)
7. Demonstrate completing the sales transaction, including method of payment and counting back change; the proper way to fold, wrap, and bag merchandise after a sale; and thanking customers and inviting them to return.	SE:887 Pack and wrap purchases (CS) SE:329 Process sales transactions (e.g., cash, credit, check) (CS)	
8. Apply appropriate methods of handling customer inquiries, complaints, or difficult situations.	CR:006 Respond to customer inquiries (CS) CR:009 Handle difficult customers (CS) CR:010 Handle customer/client complaints (CS)	LAP-CR-009 Making Mad Glad (Handling Difficult Customers) LAP-CR-010 Righting Wrongs (Handling Customer Complaints)

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9. Identify consumer protection agencies (e.g., FTC, Better Business Bureau, and Consumer Product Safety Commission) and explain their services.	PM:017 Identify consumer protection provisions of appropriate agencies (SP)	LAP-PM-007 Protect and Serve (Consumer Protection)
10. Identify examples of service extensions (e.g., product warranty, technical support, or service contract).	PM:020 Explain warranties and guarantees (CS)	LAP-PM-920 Promises, Promises (Warranties and Guarantees)

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Competency A: Leadership Concepts	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain why leadership is important.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
2. Define leadership.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
3. Explain how self-assessment is used to determine leadership potential.	EI:002 Assess personal strengths and weaknesses (PQ)	LAP-EI-902 Assess for Success (Assessing Personal Strengths and Weaknesses)
4. Describe characteristics of leaders (initiative, ability to function independently, follow-through, ethics, ability to respond to ambiguity and change, resiliency, positive attitude, confidence, record of excellence).	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
Competency B: Leadership Managerial Roles	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe interpersonal roles for managerial leadership.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
2. Explain informational roles for managerial leadership.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
3. Describe decisional roles of managerial leaders.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
4. Understand the importance of effective research for leadership decisions.		

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5. Appreciate the perspectives of other individuals within an organization.	EI:136 Consider conflicting viewpoints (CS)	LAP-EI-136 Pick a Side (Considering Conflicting Viewpoints)
6. Explain how successful leaders use reflection and application for future challenges.		
7. Explain the importance of analyzing situations to gain a more comprehensive understanding.		
8. Explain how leaders connect individual thinking with systems thinking.		
9. Explain the importance of evaluating different alternatives to make the best decisions.	EI:136 Consider conflicting viewpoints (CS)	LAP-EI-136 Pick a Side (Considering Conflicting Viewpoints)
10. Describe how leaders generate new ideas by expanding their thinking beyond convention.	EI:134 Challenge the status quo (CS)	LAP-EI-134 Unfollow the Crowd (Challenging the Status Quo)
11. Explain how problem solving and decision making are key duties for leaders.	PD:017 Make decisions (CS) PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-017 Weigh Your Options (Decision-Making) LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)
12. Explain how self-understanding (personal values, personal contributions, scope of competence) determines leadership capabilities.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)

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Competency C: Leadership Behavior and Motivation	MBA Research Performance Indicators	LAPs
Tasks		
1. Compare leadership styles.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
2. Explain the difference between job-centered and employee-centered behavior.		
3. Explain the motivation process for leadership.	SM:080 Explain motivation theories and their applications (MN)	
4. Compare and contrast motivation theories.	SM:080 Explain motivation theories and their applications (MN)	
5. Define Maslow's Hierarchy of Needs Theory.	SM:080 Explain motivation theories and their applications (MN)	
6. Explain the need for individuals to balance professional and personal needs.	SM:080 Explain motivation theories and their applications (MN)	
7. Define the Equity Theory, Expectancy Theory, Reinforcement Theory, and Goal-Setting Theory for motivation.	SM:080 Explain motivation theories and their applications (MN)	
Competency D: Networking	MBA Research Performance Indicators	LAPs
Tasks		
1. Define professional networking.	PD:037 Use networking techniques to identify employment opportunities (SP)	
2. Explain the relationship between professional networking and leadership.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)

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3. Explain the leadership advantages of forming professional networks.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
4. Describe the power of productive interpersonal interaction.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
5. Describe characteristics of productive leaders (appropriate interaction with others, empathy, mentoring, helping others, motivation, empowerment, feedback, supervision, collaboration, other's contributions).	EI:009 Explain the concept of leadership (CS) HR:493 Explain the nature of leadership in organizations (SU)	LAP-EI-909 Lead the Way (Concept of Leadership) LAP-HR-493 Take the Lead! (Leadership in Organizations)
Competency E: Communication Skills	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain how successful leadership is based upon solid communication.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
2. Define the elements of the communication process (sender, receiver, message, feedback).	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
3. Explain common approaches to getting feedback on messages.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
4. Explain the power of nonverbal communication.	CO:059 Interpret others' nonverbal cues (PQ)	

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5. Explain the role of conflict negotiation for groups.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)
6. Explain the importance of listening skills.	CO:017 Demonstrate active listening skills (PQ)	LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)
Competency F: Leader/Follower Relations	MBA Research Performance Indicators	LAPs
Tasks		
1. Define the Leader-Member Exchange (LMX) Theory.		
2. Describe how group dynamics impact team building for leadership.	EI:044 Encourage team building (SU)	
3. Explain strategies for developing positive leader-member relations.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
4. Explain the importance of effective leader feedback.		
5. List characteristics of an effective follower.		
6. Explain the dual role of being a leader and a follower.		

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Competency G: Team Leadership and Self-Managed Teams	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the use of teams in organizations.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
2. Explain the difference between a group and a team.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
3. Explain advantages and disadvantages of teamwork.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
4. Describe characteristics of effective teams and the role of leadership.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
5. Differentiate characteristics of different teams (functional, cross-functional, self-managed).	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)

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Competency H: Strategic Leadership for Managing Crises and Change	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the need to analyze the environment to form a strategic vision.	SM:047 Develop company vision (ON)	
2. Explain the importance mission statement, objectives, and strategic planning/implementation for leadership.	SM:040 Describe the strategic planning process in an organization (MN) SM:008 Develop company goals/objectives (ON) SM:009 Define business mission (ON)	
3. Explain the importance of evaluating leadership strategies.		
4. Explain the need for leadership in crisis situations.	EI:110 Manage crises in relationships (SU)	
5. Define crisis management.	CO:200 Develop a crisis management plan (MN)	
6. List the five-step process for crisis management (risk identification, risk assessment and ranking, risk reduction strategies, crisis prevention simulations, crisis management).	CO:200 Develop a crisis management plan (MN)	
7. Recognize the need for change.	EI:005 Lead change (CS)	LAP-EI-005 Start the Revolution (Leading Change)
8. Understand why people resist change.	EI:005 Lead change (CS)	LAP-EI-005 Start the Revolution (Leading Change)
9. Define the change process.	EI:005 Lead change (CS)	LAP-EI-005 Start the Revolution (Leading Change)
10. Explain the mission, vision, goals, plan, and organization for making leadership decisions.		

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Competency I: Levels of Leadership	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain individual leadership.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
2. Describe leadership within a group.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
3. Define organizational leadership.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
4. Describe interrelationships among individual, group, and organizational leadership.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
Competency J: Leadership Theory	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe leadership theory.		
2. Explain application of leadership theory.		
3. Explain leadership skill development and the need for flexibility.		
Competency K: Traits of Effective Leaders	MBA Research Performance Indicators	LAPs
Tasks		
1. Define traits of effective leaders.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
2. Explain how leadership traits can be acquired.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)

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Competency L: Personality Profile of Effective Leaders	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the Achievement Motivation Theory.		
2. Define the Leader Motive Profile.		
3. Explain how self-assessment is used to determine leadership qualities.	EI:002 Assess personal strengths and weaknesses (PQ)	LAP-EI-902 Assess for Success (Assessing Personal Strengths and Weaknesses)
Competency M: Leadership Attitudes	MBA Research Performance Indicators	LAPs
Tasks		
1. Differentiate Theory X and Theory Y styles of leadership.		
2. Explain how attitudes influence leadership styles.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
3. Explain the Pygmalion Effect on Leadership.		
Competency N: Ethical Leadership	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain ethical leadership behavior.	EI:131 Explain the nature of ethical leadership (CS)	LAP-EI-131 Be the Change (Nature of Ethical Leadership)
2. Explain how personality traits and attitudes, moral development, and the situation affect ethical behavior.	EI:123 Describe the nature of ethics (CS)	LAP-EI-123 Rules to Live By (Nature of Ethics)
3. Describe how people justify unethical behavior.	EI:123 Describe the nature of ethics (CS)	LAP-EI-123 Rules to Live By (Nature of Ethics)

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4. Describe simple guides to ethical behavior.	EI:125 Recognize and respond to ethical dilemmas (CS)	LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas)
5. List characteristics of ethical leaders.	EI:131 Explain the nature of ethical leadership (CS)	LAP-EI-131 Be the Change (Nature of Ethical Leadership)
Competency O: Relationship Between Power, Politics, Networking, and Negotiation	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe sources of power for leaders.	EI:135 Use power appropriately (SP)	LAP-EI-135 Power Play (Using Power Appropriately)
2. Explain types of power, influencing tactics, and ways to increase personal power.	EI:135 Use power appropriately (SP)	LAP-EI-135 Power Play (Using Power Appropriately)
Competency P: Coaching	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the relationship between coaching and leadership.	EI:041 Coach others (CS)	LAP-EI-041 Bring Out the Best (Coaching Others)
2. Describe why criticism does not work.	EI:003 Explain the use of feedback for personal growth (PQ)	LAP-EI-903 Grin and Bear It (Using Feedback for Personal Growth)
3. Explain how mentoring is used to prepare future leaders.		

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Competency Q: Managing Conflict	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe conflict management styles.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)
2. Define conflict resolution and mediation.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)
Competency R: Leadership and Team Decision Making	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe the difference between leader-centered and group-centered decision making.		
2. Explain the difference between individual and team decision making.		
Competency S: Organizational Politics	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the nature of organizational politics.	EI:109 Explain the nature of office politics (CS)	
2. Explain the relationship between political behavior and leadership.	EI:034 Explain the impact of political relationships within an organization (SP)	

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Competency T: Charismatic and Transformational Leadership	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe factors that determine personal meaning.		
2. Describe characteristics of charismatic leaders.		
3. Explain the effects of charismatic leadership.		
4. Define attributes and behaviors for transformational leadership		
Competency U: Stewardship and Servant Leadership	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the nature of stewardship and servant leadership.		
2. Describe the framework for stewardship and servant leadership.		
Competency V: Leadership in a Diverse Setting	MBA Research Performance Indicators	LAPs
Tasks		
1. Understand the power of culture.	EI:064 Explain the nature of organizational culture (SP)	LAP-EI-064 Culture Club (The Nature of Organizational Culture)
2. Differentiate characteristics of low-performance and high-performance culture.	EI:064 Explain the nature of organizational culture (SP)	LAP-EI-064 Culture Club (The Nature of Organizational Culture)

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3. Describe how leaders are culture creators.	EI:064 Explain the nature of organizational culture (SP)	LAP-EI-064 Culture Club (The Nature of Organizational Culture)
4. Explain how culture, values, diversity, and the learning organization influence the role of leaders.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
5. Define diversity and explain the importance of inclusion for decision making.	HR:555 Leverage workplace diversity and inclusion to achieve organizational objectives (MN)	
6. Explain the importance of social responsibility.	SM:082 Explain the nature of corporate social responsibility (SP)	

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Competency A: Financial Principles Related to Personal Decision Making	MBA Research Performance Indicators	LAPs
Tasks		
1. Evaluate how decisions made at one stage of your life can affect your options at other stages.	FI:270 Explain the need to save and invest (CS)	
2. Find and evaluate financial information from a variety of sources.	CO:054 Identify sources that provide relevant, valid written material (PQ)	
3. Identify major consumer protection laws.	PM:017 Identify consumer protection provisions of appropriate agencies (SP) FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	LAP-PM-007 Protect and Serve (Consumer Protection)
4. Make financial decisions by systematically considering alternatives and consequences.	FI:783 Make responsible financial decisions (CS)	
5. Develop communication strategies for discussing financial issues.		
6. Control and secure personal information.	FI:073 Protect against identity theft (CS)	
7. Describe how wise financial planning can help you achieve your goals.	FI:783 Make responsible financial decisions (CS)	
8. Predict the effects of financial planning on specific situations.	FI:783 Make responsible financial decisions (CS)	
9. Define money (characteristics, role, and forms) and trace how money and resources flow through the American economic system.	FI:059 Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.) (PQ) FI:060 Describe functions of money (medium of exchange, unit of measure, store of value) (PQ)	

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10. Define basic economic concepts (such as supply and demand; production, distribution, and consumption; labor, wages, and capital; inflation and deflation).	EC:002 Distinguish between economic goods and services (CS) EC:003 Explain the concept of economic resources (CS) EC:001 Describe the concepts of economics and economic activities (CS) EC:005 Explain the principles of supply and demand (CS) EC:013 Explain the concept of productivity (CS) EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services) LAP-EC-903 Be Resourceful (Economic Resources) LAP-EC-901 Are You Satisfied? (Economics and Economic Activities) LAP-EC-011 It's the Law (Supply and Demand) LAP-EC-018 Make the Most of It (Productivity) LAP-EC-083 Up, Up, and Away (Inflation)
Competency B: Earning a Living (Income, Taxes)	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify components and sources of personal income.	FI:061 Describe sources of income and compensation (CS)	
2. Describe how the demand for certain skills helps determine the amount you will be paid.	FI:061 Describe sources of income and compensation (CS)	
3. Identify the effects of employment on financial security.		
4. Relate employee benefits to disposable income.	FI:061 Describe sources of income and compensation (CS)	

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5. Compute gross earnings and describe factors affecting take-home pay.	FI:068 Interpret a pay stub (PQ) FI:067 Explain the nature of tax liabilities (PQ) FI:438 Calculate employee earnings (SP)	
6. Calculate mandatory and voluntary deductions to get net pay.	FI:439 Calculate employee deductions (SP)	
7. Compare various employee benefits and retirement programs.	HR:467 Explain components of total rewards system (SP) FI:569 Discuss the nature of retirement planning (CS)	
8. Identify various types of taxes that relate to income.	FI:067 Explain the nature of tax liabilities (PQ)	
9. Summarize guidelines for reporting taxes.	FI:074 Prepare personal income tax forms (CS)	
10. Define exemptions, dependents, and taxable and nontaxable income.	FI:074 Prepare personal income tax forms (CS)	
11. Prepare tax forms such as 1040EZ, 1040A using a W2 form and a 1099 interest form, W-4, and I-9 forms	FI:074 Prepare personal income tax forms (CS)	
12. Compute taxes using a tax table and other appropriate information.	FI:074 Prepare personal income tax forms (CS)	
13. Describe the differences in various types of employment. (i.e., flextime, job sharing, telecommuting, full- and part-time, piece work)		

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Competency C: Managing Budgets and Finance (Planning and Money Management)	MBA Research Performance Indicators	LAPs
Tasks		
1. Determine short- and long-term goals.	FI:065 Set financial goals (CS)	
2. Develop and implement a personal financial plan for earning, spending, saving, and investing.	FI:066 Develop personal budget (CS)	
3. Develop a system for keeping and using financial records.	FI:069 Maintain financial records (PQ)	
4. Track income and spending to analyze and prepare a budget and make adjustments.	FI:066 Develop personal budget (CS)	
5. Describe the effect of different payment methods—cash, credit, installment loans, mortgages, debit cards, checks or online deposits, transfers and payments on the budget and financial plan.	FI:058 Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.) (PQ) FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
6. Identify some of the serious problems that can arise when you don't plan your finances or implement your financial plan.	FI:783 Make responsible financial decisions (CS) FI:568 Control debt (CS)	
7. Use financial management software to prepare a budget, track income and expenses, and project taxes.		
Competency D: Saving and Investing	MBA Research Performance Indicators	LAPs
Tasks		
1. Define investment terms including risk management, yields, and rate of return.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
2. Explain how investing and saving builds wealth and helps meet financial goals.	FI:270 Explain the need to save and invest (CS)	

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3. Distinguish between short- and long-term savings goals.	FI:270 Explain the need to save and invest (CS)	
4. Determine saving options and the need for and the purpose of savings.	FI:270 Explain the need to save and invest (CS)	
5. Evaluate investment alternatives and sources of investment information and prepare a personal investment strategy.	FI:077 Explain types of investments (CS) FI:279 Explain factors to consider when selecting investments (SP)	LAP-FI-077 Invest for Success (Types of Investments)
6. List types and methods of savings.	FI:270 Explain the need to save and invest (CS)	
7. Compare and choose among saving and investment options such as stocks, bonds, CDs, and 401K savings plans.	FI:270 Explain the need to save and invest (CS) FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
8. Describe how to buy and sell investments.	PD:236 Describe how securities are traded (SP)	
9. Track various stocks over a period of time.	FI:275 Interpret securities table (SP)	
10. Compute the anticipated rate of return on specific investments and savings accounts using various factors such as simple or compound interest, dividends, fees, etc.	FI:238 Calculate the time value of money (SP) FI:367 Calculate stock-related values (e.g., the value of a constant growth stock, the expected value of future dividends, the expected rate of return, etc.) (SP)	
11. Explain how taxes affect the rate of return on investments.	BL:134 Discuss the effect of tax laws and regulations on financial transactions (SP)	
12. Demonstrate how to evaluate advisors' credentials and how to select professional advisors and their services.	FI:076 Discuss considerations in selecting a financial-services provider (CS)	
13. Investigate how agencies that regulate financial markets protect investors.	FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	

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Competency E: Buying Goods and Services	MBA Research Performance Indicators	LAPs
Tasks		
1. Compare and contrast the advantages and disadvantages of renting versus purchasing property such as a home, auto, and equipment.	FI:783 Make responsible financial decisions (CS)	
2. Calculate costs involved in purchasing and maintaining a vehicle and a home and the methods of figuring depreciation.	FI:782 Calculate the cost of credit (CS)	
3. Determine spending patterns based on a review of financial records.		
4. Evaluate information about products and services such as warranties, clearance items, and consumer reports.	CO:055 Extract relevant information from written materials (PQ) FI:783 Make responsible financial decisions (CS)	
5. Compare the advantages and disadvantages of alternative payment types—credit, cash, loans, etc.	FI:783 Make responsible financial decisions (CS)	
6. Describe the rights and responsibilities of buyers and sellers under consumer protection laws.	PM:017 Identify consumer protection provisions of appropriate agencies (SP) FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	LAP-PM-007 Protect and Serve (Consumer Protection)

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Competency F: Banking and Insurance	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify common types of risks and basic risk management methods.	FI:081 Describe the concept of insurance (CS) SM:075 Explain the nature of risk management (SP)	LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management)
2. Identify the purpose, importance, and major characteristics of property and liability insurance protection.	PD:321 Discuss components of homeowners/renters insurance (SP) PD:322 Explain the nature of liability insurance (SP)	
3. Identify the purpose, importance, and major characteristics of health, disability and life insurance protection.	PD:320 Discuss the nature of health insurance coverage (SP) PD:322 Explain the nature of liability insurance (SP) PD:323 Discuss the nature of life insurance (SP)	
4. Evaluate how insurance (e.g., auto, home, life, medical, and long-term health) and other risk management strategies protect against financial loss.	FI:081 Describe the concept of insurance (CS)	
5. Compute the costs and benefits of specific insurance plans.	FI:571 Determine insurance needs (SP)	
6. Predict how personal factors affect insurance needs and costs.	FI:081 Describe the concept of insurance (CS) FI:571 Determine insurance needs (SP)	
7. Compare different types of banking options such as credit unions and other banks.	FI:075 Describe types of financial-services providers (CS)	
8. Identify the types of banking services and their costs for meeting various needs.	PD:154 Describe types of personal banking products and services (CS)	
9. Write a check and prepare deposits and withdrawal slips.	FI:560 Write checks (PQ)	

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10. Maintain a check register including proper procedures for ATM and automatic payment withdrawals.	FI:069 Maintain financial records (PQ)	
11. Reconcile a bank statement.	FI:070 Balance a bank account (PQ)	
12. Explain the advantages and security issues with online banking and bill payment.	FI:830 Manage online accounts (CS)	
Competency G: Credit and Debt	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify the costs, benefits, and sources of various types of credit.	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
2. Give the advantages and disadvantages of using credit in specific situations.	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
3. Explain the purpose of a credit record and identify borrowers' credit report rights.	FI:072 Validate credit history (CS)	
4. Develop and use personal debt-reduction strategies to manage and avoid or correct debt problems.	FI:568 Control debt (CS)	
5. Identify major consumer credit laws.	FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	
6. Reconcile a credit card statement and analyze finance charges.	FI:782 Calculate the cost of credit (CS)	
7. Evaluate the terms and conditions of credit offers and make recommendations based on the analysis.	FI:071 Demonstrate the wise use of credit (CS)	

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8. Evaluate the concept of creditworthiness as it relates to credit records, credit ratings, credit reports, and credit laws.	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
9. Describe the advantages and disadvantages of bankruptcy.	FI:568 Control debt (CS)	
10. Compare the terms and rates of mortgage agreements.	FI:071 Demonstrate the wise use of credit (CS)	
11. Demonstrate awareness of consumer protection and information (identify theft, phishing, scams, etc.).	FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	
12. Complete credit forms and loan applications.	FI:625 Apply for a consumer loan (SP)	
13. Compare the costs of a purchase if paid with cash, credit cards, charge accounts, and installment loans.	FI:782 Calculate the cost of credit (CS)	
14. Evaluate various personal and economic factors that influence the availability of credit.	FI:625 Apply for a consumer loan (SP)	
15. Describe the responsibilities of the consumer to the creditor in terms of handling credit as a responsible consumer.	FI:071 Demonstrate the wise use of credit (CS) FI:568 Control debt (CS) FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	

FBLA HS: Securities & Investments

Topic A: Investment Fundamentals	MBA Research Performance Indicators	LAPs
Task		
1. Define terminology common to securities & investments	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
2. Demonstrate knowledge of savings	FI:270 Explain the need to save and invest (CS) FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
3. Identify stages of investing and relationship between risk and return	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
4. Identify sources of financial information to make investment decisions	FI:274 Describe sources of securities information (CS)	
Topic B: Investment Wrappers, Taxation, and Trusts	MBA Research Performance Indicators	LAPs
Task		
1. Describe individual savings accounts	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
2. Demonstrate knowledge of Pensions	FI:569 Discuss the nature of retirement planning (CS)	
3. Demonstrate knowledge of taxation	FI:067 Explain the nature of tax liabilities (PQ)	
4. Describe and Identify Investment bonds	FI:077 Explain types of investments (CS) PD:313 Explain the nature of bonds (SP)	LAP-FI-077 Invest for Success (Types of Investments)
Topic C: Investment Product & Funds	MBA Research Performance Indicators	LAPs
Task		
1. Identify and explain the different types of loans	FI:002 Explain the purposes and importance of credit (CS) PD:154 Describe types of personal banking products and services (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)

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2. Explain the purposes of mortgages	FI:002 Explain the purposes and importance of credit (CS) PD:154 Describe types of personal banking products and services (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
3. Demonstrate the knowledge and purpose of life assurance		
4. Describe and explain unit trusts	PD:208 Describe trust services available to customers (SP)	
5. Describe opened ended investment companies	FI:075 Describe types of financial-services providers (CS)	
6. Identify the characteristics of pricing, dealing, and settlement		
7. Identify and explain what Investment trusts are	PD:208 Describe trust services available to customers (SP)	
8. Demonstrate knowledge how hedge funds work	PD:314 Discuss the nature of hedge funds (SP)	
Topic D: Stock Market	MBA Research Performance Indicators	LAPs
Task		
1. Explain how stock market benefits investors and companies	FI:337 Explain types of financial markets (e.g., money market, capital market, insurance market, commodities markets, etc.) (SP)	
2. Analyze stock tables for investment related information	FI:275 Interpret securities table (SP)	
3. Describe options for handling accumulated money/earnings		
4. Understand the types of investments	FI:077 Explain types of investments (CS) PD:309 Explain the nature of stocks (SP)	LAP-FI-077 Invest for Success (Types of Investments)

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5. Compare and differentiate between Primary vs secondary markets	FI:337 Explain types of financial markets (e.g., money market, capital market, insurance market, commodities markets, etc.) (SP) PD:236 Describe how securities are traded (SP)	
6. Distinguish between Bull, bear, and pig markets	PD:238 Explain causes of stock price fluctuations (SP)	
Topic E: Stock versus Other Investments	MBA Research Performance Indicators	LAPs
Task		
1. Demonstrate knowledge of compounding	FI:062 Explain the time value of money (CS)	
2. Explain the purpose of company		
3. Describe ethical behavior in support center.	BL:104 Discuss ethical considerations in the securities and investments industry (SP)	
4. Understand the process of gathering relevant information	FI:274 Describe sources of securities information (CS)	
5. Evaluate financial statements	FI:276 Explain information that can be obtained from financial statements (SP) FI:102 Interpret financial statements (MN)	
6. Define terminology common to stock markets and other investments	FI:077 Explain types of investments (CS) PD:309 Explain the nature of stocks (SP)	LAP-FI-077 Invest for Success (Types of Investments)
Topic F: Mutual Funds	MBA Research Performance Indicators	LAPs
Task		
1. Understanding and explaining total return		
2. Describe mutual funds and its involvement with taxes	PD:304 Describe the nature of mutual funds (SP)	
3. Identify the process of purchasing mutual funds	PD:304 Describe the nature of mutual funds (SP)	

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4. Explain benefits with investment in mutual funds	PD:304 Describe the nature of mutual funds (SP)	
5. Understand fund costs	PD:304 Describe the nature of mutual funds (SP)	
Topic G: Basics of Bonds	MBA Research Performance Indicators	LAPs
Task		
1. Demonstrate the knowledge of bond duration	PD:313 Explain the nature of bonds (SP)	
2. Describe the process of buying bonds	PD:313 Explain the nature of bonds (SP)	
3. Describe the process of issuing bonds	PD:313 Explain the nature of bonds (SP)	
4. Identify the roles of collateral	PD:313 Explain the nature of bonds (SP)	
5. Compare secured and unsecured bonds	PD:313 Explain the nature of bonds (SP)	
6. Introduction to government bonds	PD:313 Explain the nature of bonds (SP)	
7. Identify U.S. government agency bonds and savings bonds	PD:313 Explain the nature of bonds (SP)	
Topic H: Derivatives	MBA Research Performance Indicators	LAPs
Task		
1. Demonstrate the knowledge of Futures		
2. Demonstrate the knowledge of Options		
3. Demonstrate the knowledge of SWAPS		
4. Describe the different uses of Derivatives	PD:316 Explain the nature of derivatives (SP)	

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Topic I: Financial Services Regulation	MBA Research Performance Indicators	LAPs
Task		
1. Explain Financial Services & Markets Act	BL:105 Discuss laws and regulations governing the securities and investments industry (SP)	
2. Identify Financial Crime	BL:105 Discuss laws and regulations governing the securities and investments industry (SP)	
3. Explain insider dealing and market abuse	BL:105 Discuss laws and regulations governing the securities and investments industry (SP)	
4. Describe the Data Protection Act 1998	BL:105 Discuss laws and regulations governing the securities and investments industry (SP)	
5. Identify types of Breaches, complaints, and compensation	BL:105 Discuss laws and regulations governing the securities and investments industry (SP)	

FBLA HS: Sports & Entertainment Marketing

Competency A: Sports and Entertainment Marketing/Strategic Marketing	MBA Research Performance Indicators	LAPs
Tasks		
1. Recognize the importance of marketing to the sports and entertainment industry.	MK:012 Explain the nature of sports marketing (CS)	LAP-MK-012 The Wide, Wide World of Sports Marketing (Nature of Sports Marketing)
2. Explain the seven marketing functions and their importance in sports and entertainment.	MK:002 Describe marketing functions and related activities (CS)	LAP-MK-002 Work the Big Seven (Marketing Functions)
3. Describe the steps in developing a market research project.	IM:010 Explain the nature of marketing research (SP) IM:284 Describe methods used to design marketing research studies (i.e., descriptive, exploratory, and causal) (SP) IM:281 Describe options businesses use to obtain marketing research data (i.e., primary and secondary research) (SP)	LAP-IM-010 Seek and Find (Marketing Research) LAP-IM-284 Better by Design (Marketing Research Designs) LAP-IM-281 What's the Source? (Obtaining Marketing-Research Data)
4. Identify the challenges, obstacles, and limitations associated with sports and entertainment marketing.	MK:012 Explain the nature of sports marketing (CS)	LAP-MK-012 The Wide, Wide World of Sports Marketing (Nature of Sports Marketing)
5. Discuss the significance of the four P's to the target market.	MP:001 Explain the concept of marketing strategies (CS)	LAP-MP-001 Pick the Mix (Nature of Marketing Strategies)
6. Compare and contrast the differences of the marketing mix components in sports and entertainment.	MP:001 Explain the concept of marketing strategies (CS)	LAP-MP-001 Pick the Mix (Nature of Marketing Strategies)

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7. Analyze the various pricing strategies and factors that affect pricing sports and entertainment products.	PI:047 Identify factors affecting pricing of sport/event products (e.g., lead time, market demand, market segmentation, smoothing, responding to competitors) (SP) PI:048 Describe pricing issues associated with sport/event products (e.g., cost, value, objectives) (SP)	LAP-PI-047 Gauge Your Prices (Pricing the Sport/Event Product)
8. Calculate the markup of sports and entertainment products.	PI:019 Determine cost of product (breakeven, ROI, markup) (MN)	
9. Examine ticket sales policies/strategies in sports and entertainment.	SE:932 Explain company selling policies (CS)	LAP-SE-932 Sell Right (Selling Policies)
10. Identify types of market segmentation.	MP:037 Describe the nature of target marketing in sport/event marketing (SP) MP:038 Identify ways to segment sport/event markets (SP)	
11. Discuss the issues related to branding strategies of products in sports and entertainment.	PM:141 Explain the nature of sport/event brand/branding (SP)	
12. Examine product lines for sports and entertainment organizations (including manufacturing costs).	PM:079 Explain elements of the sport/event product (CS)	LAP-PM-079 More Than a Ticket (Elements of Sport/Event Products)
13. Describe why sports/entertainment organizations implement promotions.	PR:001 Explain the role of promotion as a marketing function (CS)	LAP-PR-901 Razzle Dazzle (Nature of Promotion)
14. Determine the role of advertising technology in sports and entertainment.	PR:177 Explain advertising media used in the sport/event industries (SP) PR:240 Describe sport/event industries' utilization of digital media (SP)	

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15. Evaluate the advertising forms (print, broadcast, specialty, social media, etc.) suitable in the sports and entertainment industry.	PR:177 Explain advertising media used in the sport/event industries (SP) PR:240 Describe sport/event industries' utilization of digital media (SP)	
16. Assess demographic and geographic considerations related to sports and entertainment.	MP:038 Identify ways to segment sport/event markets (SP)	
17. Explain the central focus of the marketing concept.	MK:001 Explain marketing and its importance in a global economy (CS)	LAP-MK-901 Have It Your Way! (Nature of Marketing)
18. Explain the reasons for increased entertainment options.	MK:012 Explain the nature of sports marketing (CS)	LAP-MK-012 The Wide, Wide World of Sports Marketing (Nature of Sports Marketing)
19. Explain the importance of understanding buyer behavior when making marketing decisions.	MK:014 Explain factors that influence customer/client/business buying behavior (SP)	LAP-MK-014 Cause and Effect (Buying Behavior)
20. List and describe means of collecting marketing information for use in decision making.	IM:289 Describe data-collection methods (e.g., observations, mail, diaries, telephone, Internet, discussion groups, interviews, scanners, tracking tools) (SP)	LAP-IM-289 Hunting and Gathering (Data Collection Methods)
21. Define market segmentation.	MP:037 Describe the nature of target marketing in sport/event marketing (SP) MP:038 Identify ways to segment sport/event markets (SP)	
22. Explain the importance of outstanding customer service.	CR:003 Explain the nature of positive customer relations (CS)	LAP-CR-003 Accentuate the Positive (Nature of Customer Relations)

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23. Explain what it means to establish a service culture.	CR:016 Discuss the nature of customer relationship management (SP)	LAP-CR-016 Know When To Hold 'Em (Nature of Customer Relationship Management)
24. Explain the role of travel and tourism in sports and entertainment.	PD:401 Explain the nature of the travel and tourism industry (CS)	
25. Explain how marketers determine direction and focus for a marketing plan.	MP:001 Explain the concept of marketing strategies (CS)	LAP-MP-001 Pick the Mix (Nature of Marketing Strategies)
26. List and describe the components of a marketing plan.	MP:007 Explain the nature of marketing plans (SP)	LAP-MP-007 A Winning Plan (Nature of Marketing Plans)
27. Define the product mix, product extension, and product enhancement.	PM:079 Explain elements of the sport/event product (CS)	LAP-PM-079 More Than a Ticket (Elements of Sport/Event Products)
28. List and describe the components of the product mix.	PM:079 Explain elements of the sport/event product (CS)	LAP-PM-079 More Than a Ticket (Elements of Sport/Event Products)
29. Explain the high cost for sports and entertainment events.	PI:047 Identify factors affecting pricing of sport/event products (e.g., lead time, market demand, market segmentation, smoothing, responding to competitors) (SP)	LAP-PI-047 Gauge Your Prices (Pricing the Sport/Event Product)
30. Define customizing.		
31. Describe the financial impact of Baby Boomers on the sports and entertainment industry.		

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32. List and describe the stages of the product life cycle.	PM:024 Identify the impact of product life cycles on marketing decisions (SP)	LAP-PM-024 Get a Life (Cycle) (Product Life Cycles)
33. Explain how products are positioned in the marketplace.	PM:042 Describe factors used by marketers to position products/services (SP)	LAP-PM-042 Getting Piece of Mind (Factors Used To Position Products/Services)
Competency B: Facility and Event Management	MBA Research Performance Indicators	LAPs
Tasks		
1. Determine the requirements in choosing a location and/or building and operating a facility.	PM:132 Select business location (ON) PJ:039 Determine site selection criteria (SP)	
2. Examine operating procedures for a facility.	OP:032 Identify routine activities for maintaining business facilities and equipment (SP)	
3. Evaluate financing opportunities for a sports and entertainment facility.	FI:522 Determine financing options for a company (MN)	
4. Evaluate support activities in operating a sports and entertainment facility (concessions, security).		
5. Employ the principles of safety to sports and entertainment.	PJ:036 Identify health and safety requirements (SP)	
6. Discuss prevention procedures and preparation techniques including risk management.	SM:075 Explain the nature of risk management (SP)	LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management)
7. Describe the event triangle as it relates to event marketing/management.		
8. Examine event possibilities in various sports and entertainment industries.		
9. Describe potential marketing and sales techniques used before, during, and after events.	PR:082 Explain promotional methods used by the hospitality and tourism industry (SP)	

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10. Describe the role of sponsorship and evaluate potential techniques for effective utilization.	PR:175 Explain the nature of sponsorship in the sport/event industries (SP)	LAP-PR-175 Scoring Customers Through Sponsorships (Sports/Event Sponsorships)
11. Discuss criteria for selecting venues.	PJ:060 Select venue (MN)	
12. Explain the process for planning an event.	PD:348 Describe the duties of event planners (SP)	
13. Develop a budget for an event.	FI:795 Develop event budget (SP)	
14. Develop follow-up activities to recognize/thank participants after the event.	SE:057 Plan follow-up strategies for use in selling (SP)	LAP-SE-057 Follow Up! (Follow-Up Strategies)
15. Implement and evaluate a sports and entertainment event to promote retention and service for future events.	PJ:077 Determine whether goals/objectives were met (MN)	
16. Explain factors affecting attendance at an event.		
17. Examine concessions sales policies/strategies in sports and entertainment.		
18. Explain the importance of budgets as related to sports and entertainment management.	FI:106 Describe the nature of budgets (SP)	LAP-FI-106 Money Tracks (Nature of Budgets)
19. Describe the management necessary for major events.	SM:001 Explain the concept of management (CS)	LAP-SM-001 Manage This! (Concept of Management)
20. Define the four types of economic utility as they relate to sports and entertainment events.	EC:004 Determine economic utilities created by business activities (CS)	LAP-EC-904 Use It (Economic Utility)
21. Describe the factors of production in a market economy.	EC:003 Explain the concept of economic resources (CS)	LAP-EC-903 Be Resourceful (Economic Resources)
22. Explain how universities increase revenues through entertainment events.		

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23. Explain the different types of organizational structures.	EC:103 Explain the organizational design of businesses (SP)	LAP-EC-103 Designed to Work (Organizational Design of Businesses)
24. Describe the value of special events and their importance during shoulder periods.	PR:214 Plan special events for sports/events (SP)	
25. Describe the latest technology trends impacting entertainment.	NF:065 Identify sport/event trends (SP)	
26. Explain the developmental phase for sports and entertainment planning.		
27. Explain how objectives set guidelines for entertainment events.	PJ:17 Determine event vision, mission, and goals (MN)	
28. Define mission for the sports and entertainment industry.	PJ:17 Determine event vision, mission, and goals (MN)	
29. Define risk and describe the categories and classifications of risk.	SM:075 Explain the nature of risk management (SP)	LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management)
30. Describe the four strategies for risk management.	SM:075 Explain the nature of risk management (SP)	LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management)
31. Define industry and give examples of subdivisions of the sports and entertainment industry.	PD:115 Discuss the nature of the sport/event industries (CS)	
32. Explain why marketing decisions are based on industry standards, norms, and trends.		

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Competency C: Human Resource Management (Labor Relations)	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify the functions and responsibilities of human resources.	HR:410 Discuss the nature of human resources management (CS)	LAP-HR-410 People Pusher (Nature of Human Resources Management)
2. Analyze personnel needs for an event.	HR:558 Determine staffing needs for events (SP)	
3. Describe the importance of job descriptions and separation of responsibilities in a large organization.	HR:518 Develop job descriptions and profiles (MN)	
4. Describe the recruiting and retention processes.	HR:498 Recruit new employees (SU)	
5. Identify general managers for professional teams and their duties.		
6. Describe the roles of scouts, agents, and managers and their benefits.	PD:279 Describe the role of governing bodies in the sport industry (SP) PM:143 Explain the role of agents in sports (SP)	
7. Establish criteria, policies, and procedures to be used to determine compensation, benefits, and promotion.	HR:429 Develop hiring policies and procedures (MN)	
8. Explain the need for human resources.	HR:410 Discuss the nature of human resources management (CS)	LAP-HR-410 People Pusher (Nature of Human Resources Management)
9. Define the four functions of human resource departments: planning and staffing, performance management, compensation and benefits, and employer relations.	HR:410 Discuss the nature of human resources management (CS)	LAP-HR-410 People Pusher (Nature of Human Resources Management)

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10. Explain the need for continuous professional development.	PD:033 Explain the need for ongoing education as a worker (PQ)	
11. Describe the rules of conduct for a workforce.	PD:251 Follow rules of conduct (CS)	LAP-PD-251 Know the Code (Following Rules of Conduct)
12. Define SWOT analysis, benchmarking, and scenario building.	SM:010 Conduct an organizational SWOT (ON) SM:027 Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.) (MN)	
13. Describe fringe benefits offered to sports and entertainment employees.	HR:467 Explain components of total rewards system (SP)	
14. Explain the importance of job orientation.	HR:360 Orient new employees (CS) HR:361 Orient new employees (management's role) (SU)	
15. Explain the importance of evaluating employee performance.	HR:368 Assess employee performance (SU)	
16. Describe diversity in the workplace.	HR:515 Discuss issues associated with workplace diversity (e.g., ethnic, generational, religious, gender) (SP)	
17. Describe strategies to recruit sports and entertainment employees.	HR:498 Recruit new employees (SU)	
18. Define human resources management identify human resource management activities.	HR:410 Discuss the nature of human resources management (CS)	LAP-HR-410 People Pusher (Nature of Human Resources Management)

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19. Describe the procedure to recruit and hire the best personnel.	HR:498 Recruit new employees (SU) HR:356 Select and hire new employees (SU)	
20. Explain why coordinating and giving feedback are important responsibilities of human resource management.	HR:410 Discuss the nature of human resources management (CS)	LAP-HR-410 People Pusher (Nature of Human Resources Management)
Competency D: Promotion, Advertising, and Sponsorship for Sports and Entertainment Industry	MBA Research Performance Indicators	LAPs
Tasks		
1. Distinguish between collegiate athletics, amateur sports, professional sports, and sports camps.	PD:115 Discuss the nature of the sport/event industries (CS)	
2. Compare and contrast sponsorships and endorsements.	PM:140 Explain the role of endorsements in sports/event marketing (SP) PR:175 Explain the nature of sponsorship in the sport/event industries (SP)	LAP-PM-140 Play the Name Game (Celebrity Endorsements) LAP-PR-175 Scoring Customers Through Sponsorships (Sports/Event Sponsorships)
3. Evaluate the sports and entertainment industry as a valuable segment of the economy.	NF:187 Measure economic impact of sport/event (MN)	
4. Analyze the components of the sports and entertainment industry.	PD:115 Discuss the nature of the sport/event industries (CS)	
5. Analyze growth and trends of sports and entertainment as an industry in local, state, national, and international areas.	NF:065 Identify sport/event trends (SP)	
6. Identify new trends and areas of growth in amateur sports.	NF:065 Identify sport/event trends (SP)	

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7. Describe the goals of promotion.	PR:001 Explain the role of promotion as a marketing function (CS)	LAP-PR-901 Razzle Dazzle (Nature of Promotion)
8. List and define the elements of promotion.	PR:003 Identify the elements of the promotional mix (SP)	
9. List and describe the steps involved in developing effective advertising.	PR:251 Explain the importance of coordinating elements in advertisements (SP)	
10. Describe the use of product placement.	PR:323 Explain the use of product placement (SP)	
11. Define publicity and explain its role in creating a positive public image.	PR:252 Identify types of public-relations activities (SP)	
12. Describe different types of sales promotions.	PR:187 Identify “out-of-the-box” sales promotion ideas for sports/events (SP)	LAP-PR-187 What’s the Big Idea? (“Out-of-the-Box” Sales Promotion for Sports/Events)
13. List the steps in developing the promotional plan.	PR:097 Develop promotional plan for a business (MN)	
14. Explain the benefits of sponsorship to the sponsor.	PR:175 Explain the nature of sponsorship in the sport/event industries (SP)	LAP-PR-175 Scoring Customers Through Sponsorships (Sports/Event Sponsorships)
15. Explain the promotional value of involvement in seasonal themed events.		
16. Explain the promotional value of entertainment awards.		

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Competency E: Financing and Economic Input	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe the economic impact of sports and entertainment events in various areas: locally, regionally, nationally, and internationally.	NF:187 Measure economic impact of sport/event (MN) PD:107 Describe the impact of sports/events on communities (CS)	
2. Explain supply and demand and the relationship of the economic system to the sports and entertainment industry.	EC:005 Explain the principles of supply and demand (CS)	LAP-EC-011 It's the Law (Supply and Demand)
3. Describe economic indicators and growth of sports and entertainment industry.	EC:081 Discuss the measure of consumer spending as an economic indicator (SP) EC:083 Describe the economic impact of inflation on business (SP) EC:017 Explain the concept of Gross Domestic Product (GDP) (SP) EC:082 Discuss the impact of a nation's unemployment rates (SP) EC:084 Explain the economic impact of interest-rate fluctuations (SP) EC:018 Determine the impact of business cycles on business activities (SP)	LAP-EC-083 Up, Up, and Away (Inflation) LAP-EC-917 Measure Up? (Gross Domestic Product) LAP-EC-082 Help Wanted? (Impact of Unemployment Rates) LAP-EC-918 Boom or Bust (Impact of Business Cycles)
4. Explain the advantages and disadvantages of operating as a for-profit or not-for profit organization.	EC:070 Explain the role of business in society (CS)	LAP-EC-070 Business Connections (Business and Society)
5. Identify revenue sources as related to sports and entertainment industries and for specific events.		

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6. Examine economic impact studies, previous results, and relate these to financing decisions.	NF:187 Measure economic impact of sport/event (MN)	
7. Identify expenditures for the sports and entertainment industries.		
8. Describe the importance of business and financial plans.	SM:007 Explain the nature of business plans (MN) FI:503 Discuss the nature of short-term (operating) financial plans (SP) FI:504 Describe the nature of long-term (strategic) financial plans (MN)	LAP-SM-007 Plan Now, Succeed Later (Nature of Business Plans)
9. Analyze basic financial documents: budgets, income statements, balance sheets, and breakeven point analysis.	FI:102 Interpret financial statements (MN) FI:508 Analyze cash budget/forecast variances (SP) OP:192 Conduct breakeven analysis (MN)	
10. Identify types of budgeting techniques used in local, collegiate, and professional sports.		
11. Define risk and describe the categories and classifications of risk.	SM:075 Explain the nature of risk management (SP)	LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management)
12. Describe the four strategies for risk management.	SM:075 Explain the nature of risk management (SP)	LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management)
13. Define industry and give examples of subdivisions of the sports and entertainment industry.	PD:115 Discuss the nature of the sport/event industries (CS)	

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14. Explain why marketing decisions are based on industry standards, norms, and trends.	IM:012 Describe the need for marketing data (CS)	LAP-IM-012 Data Do It (Need for Marketing Data)
15. Explain the role of travel and tourism in sports and entertainment.	PD:401 Explain the nature of the travel and tourism industry (CS)	
Competency F: Planning, Distribution, Marketing, Pricing, and Selling Sports and Entertainment Events	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify and explain the steps in the planning process and the strategic planning tools used by managers.	SM:063 Discuss the nature of managerial planning (SP) SM:040 Describe the strategic planning process in an organization (MN)	
2. Identify advantages and risks of strategic management.	SM:040 Describe the strategic planning process in an organization (MN)	
3. Explain the steps in a successful change process.	SM:096 Explain the change-management lifecycle (SP)	
4. Explain the different types of organizational structures with the sports and entertainment industries.	EC:103 Explain the organizational design of businesses (SP)	LAP-EC-103 Designed to Work (Organizational Design of Businesses)
5. Identify current trends in the workforce concerning organizational structures.	EC:103 Explain the organizational design of businesses (SP)	LAP-EC-103 Designed to Work (Organizational Design of Businesses)
6. Explain the distribution of sports and entertainment.	OP:343 Explain distribution systems for the sport/event industries (SP)	
7. List and describe distribution channels for sports and entertainment.	OP:343 Explain distribution systems for the sport/event industries (SP)	

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8. Explain the relationships among supply, demand, and price.	PI:047 Identify factors affecting pricing of sport/event products (e.g., lead time, market demand, market segmentation, smoothing, responding to competitors) (SP)	LAP-PI-047 Gauge Your Prices (Pricing the Sport/Event Product)
9. Discuss the government's influence on pricing.	PI:017 Explain legal considerations for pricing (SP)	
10. Discuss pricing strategies used by businesses to increase sales.	PI:047 Identify factors affecting pricing of sport/event products (e.g., lead time, market demand, market segmentation, smoothing, responding to competitors) (SP)	LAP-PI-047 Gauge Your Prices (Pricing the Sport/Event Product)
11. Define the business cycle and describe its impact on entertainment.	EC:018 Determine the impact of business cycles on business activities (SP)	LAP-EC-918 Boom or Bust (Impact of Business Cycles)
12. Discuss the importance of monitoring customer trends.	NF:065 Identify sport/event trends (SP)	
13. List the steps of the sales process.	SE:048 Explain the selling process (CS)	LAP-SE-048 Set Your Sales (The Selling Process)
14. Explain the difference between ticket brokers and ticket scalpers.		
15. Explain sales strategies for attracting groups to sports and entertainment venues.		
16. Describe how corporations use sports and entertainment to motivate employees and impress clients.		
17. Discuss how laws impact entertainment marketing.	BL:058 Describe legal issues affecting the marketing of sports/event products (SP)	LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing)

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18. Explain copyright law.	BL:058 Describe legal issues affecting the marketing of sports/event products (SP)	LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing)
19. Describe contract law for the sports and entertainment industry.	BL:002 Describe the nature of legally binding contracts (SP)	
20. List and describe distribution channels for sports and entertainment.	OP:343 Explain distribution systems for the sport/event industries (SP)	
21. Explain the relationships among supply, demand, and price.	PI:047 Identify factors affecting pricing of sport/event products (e.g., lead time, market demand, market segmentation, smoothing, responding to competitors) (SP)	LAP-PI-047 Gauge Your Prices (Pricing the Sport/Event Product)
22. Discuss the government's influence on pricing.	PI:017 Explain legal considerations for pricing (SP)	
23. Discuss pricing strategies used by businesses to increase sales.	PI:047 Identify factors affecting pricing of sport/event products (e.g., lead time, market demand, market segmentation, smoothing, responding to competitors) (SP) PI:048 Describe pricing issues associated with sport/event products (e.g., cost, value, objectives) (SP)	LAP-PI-047 Gauge Your Prices (Pricing the Sport/Event Product)
24. List the steps for determining price.	PI:047 Identify factors affecting pricing of sport/event products (e.g., lead time, market demand, market segmentation, smoothing, responding to competitors) (SP)	LAP-PI-047 Gauge Your Prices (Pricing the Sport/Event Product)
25. Define the business cycle and describe its impact on entertainment.	EC:018 Determine the impact of business cycles on business activities (SP)	LAP-EC-918 Boom or Bust (Impact of Business Cycles)
26. Discuss the importance of monitoring customer trends.	NF:065 Identify sport/event trends (SP)	

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Competency G: Sports Law	MBA Research Performance Indicators	LAPs
Tasks		
1. List legal issues affecting the marketing and management of the sports and entertainment industry.	BL:058 Describe legal issues affecting the marketing of sports/event products (SP)	LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing)
2. Describe the impact of national, state, and local laws and regulations on sports and entertainment.	BL:058 Describe legal issues affecting the marketing of sports/event products (SP)	LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing)
3. Describe the impact of the Americans with Disabilities Act on sports and entertainment events and facilities.	BL:058 Describe legal issues affecting the marketing of sports/event products (SP)	LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing)
4. Discuss the impact of Title IX on management of college athletics.	BL:058 Describe legal issues affecting the marketing of sports/event products (SP)	LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing)
5. Examine environmental issues/laws as they relate to sports and entertainment industries.	BL:058 Describe legal issues affecting the marketing of sports/event products (SP)	LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing)
6. Describe how monopoly laws affect professional sports.	BL:058 Describe legal issues affecting the marketing of sports/event products (SP)	LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing)
7. Discuss the impact of labor laws on sports.	BL:058 Describe legal issues affecting the marketing of sports/event products (SP)	LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing)
8. Analyze the impact of labor unions on sports and entertainment, including pricing and strikes.	BL:058 Describe legal issues affecting the marketing of sports/event products (SP) EC:144 Describe the impact of unions on sports (SP)	LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing)

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9. Explain the purpose and benefits of copyright protection.	BL:058 Describe legal issues affecting the marketing of sports/event products (SP)	LAP-BL-058 Cover Your Bases (Legal Issues in Sports/Event Marketing)
10. Identify purpose, types, and terms and need for contracts.	BL:002 Describe the nature of legally binding contracts (SP)	
11. Explain the agent's and general manager's roles in an athlete's contractual agreement.	PD:279 Describe the role of governing bodies in the sport industry (SP) PM:143 Explain the role of agents in sports (SP)	
Competency H: Communication in Sports and Entertainment (Media)	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify the roles of public relations and publicity in sports and entertainment.	PR:252 Identify types of public-relations activities (SP)	
2. Compare and contrast media sources for public relations and advertising.	PR:177 Explain advertising media used in the sport/event industries (SP) PR:183 Explain media relations in the sport/event industries (SP) PR:240 Describe sport/event industries' utilization of digital media (SP)	
3. Compare/evaluate advance publicity in sports and entertainment.	PR:252 Identify types of public-relations activities (SP)	
4. Utilize effective communication skills including proper grammar and writing skills.	CO:088 Select and utilize appropriate formats for professional writing (CS) CO:089 Edit and revise written work consistent with professional standards (CS)	

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5. Discuss the importance of positive and negative public relations for sports; how firms assist in creating favorable images and how athletics can affect public perceptions.	PR:252 Identify types of public-relations activities (SP)	
6. List and explain potential benefits of celebrity endorsement.	PM:140 Explain the role of endorsements in sports/event marketing (SP)	LAP-PM-140 Play the Name Game (Celebrity Endorsements)
7. Describe public relations efforts related to fans, publishing, and speaking engagements.	PR:252 Identify types of public-relations activities (SP)	
Competency I: Ethics	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe ethical issues in sports (e.g., impact of performance-enhancing drugs and gambling).		
2. Evaluate social responsibility in sports and entertainment industry.	SM:082 Explain the nature of corporate social responsibility	
3. Evaluate and apply principles of ethics as they relate to sports and entertainment.	EI:123 Describe the nature of ethics (CS) EI:125 Recognize and respond to ethical dilemmas (CS)	LAP-EI-123 Rules to Live By (Nature of Ethics) LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas)
4. Define ethics.	EI:123 Describe the nature of ethics (CS)	LAP-EI-123 Rules to Live By (Nature of Ethics)
5. Discuss the impact of unethical behavior.	EI:123 Describe the nature of ethics (CS)	LAP-EI-123 Rules to Live By (Nature of Ethics)

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Competency J: Licensing	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain royalties and licensed products.	PM:139 Explain the use of licensing in sports/event marketing (SP)	LAP-PM-139 Sign Here: Licensing for Profit (Licensing in Sports/Event Marketing)
2. Evaluate the forms of product licensing and the product licensing process.	PM:139 Explain the use of licensing in sports/event marketing (SP)	LAP-PM-139 Sign Here: Licensing for Profit (Licensing in Sports/Event Marketing)
3. Describe the financial value of licensing sports and entertainment merchandise.	PM:139 Explain the use of licensing in sports/event marketing (SP)	LAP-PM-139 Sign Here: Licensing for Profit (Licensing in Sports/Event Marketing)
Competency K: Sports Governance	MBA Research Performance Indicators	LAPs
Tasks		
1. Determine the various types of sponsorship in sports and entertainment.	PR:175 Explain the nature of sponsorship in the sport/event industries (SP)	LAP-PR-175 Scoring Customers Through Sponsorships (Sports/Event Sponsorships)
2. Evaluate the impact of sponsorship in sports and entertainment.	PR:175 Explain the nature of sponsorship in the sport/event industries (SP)	LAP-PR-175 Scoring Customers Through Sponsorships (Sports/Event Sponsorships)
3. Identify and define standards of controlling professional sports.	PD:279 Describe the role of governing bodies in the sport industry (SP)	

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4. Describe the managerial role of the NCAA and other collegiate governing bodies in college athletics.	PD:279 Describe the role of governing bodies in the sport industry (SP)	
5. Describe the NCAA's, NAIA's and NJCAA's roles as the governing bodies in collegiate athletics.	PD:279 Describe the role of governing bodies in the sport industry (SP)	
Competency L: Careers	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify career opportunities available in the sports and entertainment industry.	PD:051 Explain career opportunities in sports/event marketing (CS)	LAP-PD-051 Score a Career in Sports and Event Marketing (Careers in Sports/Event Marketing)
2. Identify specific skills needed by today's sports and entertainment workforce.	PD:051 Explain career opportunities in sports/event marketing (CS)	LAP-PD-051 Score a Career in Sports and Event Marketing (Careers in Sports/Event Marketing)
3. Describe education and training needed for a job/career in sports management.	PD:051 Explain career opportunities in sports/event marketing (CS)	LAP-PD-051 Score a Career in Sports and Event Marketing (Careers in Sports/Event Marketing)
4. Identify barriers to employment and strategies to overcome them.		
5. Develop a career portfolio including a résumé, cover letter, job application, and other work-related items.	PD:027 Complete a job application (PQ) PD:029 Write a follow-up letter after job interviews (CS) PD:030 Write a letter of application (CS) PD:031 Prepare a resume (CS)	
6. Define a career development program in the sports and entertainment industry.		

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7. Describe various career levels in sports and entertainment management.	PD:051 Explain career opportunities in sports/event marketing (CS)	LAP-PD-051 Score a Career in Sports and Event Marketing (Careers in Sports/Event Marketing)
8. Explain the importance of a career portfolio.		
Competency M: Marketing/Management Information Technology and Research	MBA Research Performance Indicators	LAPs
Tasks		
1. Discuss how technology and statistical programs can be used in operations management, specifically with inputs, outputs, and assembly lines.	OP:191 Describe the use of technology in operations (SP)	
2. Explain the evolution of the management information system.		
3. Describe key components of the management information system.	IM:245 Explain the need for sport/event marketing data (SP) IM:246 Explain sources of secondary sport/event data (SP)	
4. Discuss the implementation of strategies and decision making using a management information system.		
5. List and describe the steps involved in marketing research.	IM:010 Explain the nature of marketing research (SP)	LAP-IM-010 Seek and Find (Marketing Research)
6. Discuss the human factors in marketing research.	IM:010 Explain the nature of marketing research (SP)	LAP-IM-010 Seek and Find (Marketing Research)
7. Explain the options for electronic data collection.	IM:247 Search the Internet for sport/event marketing information (SP)	

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8. Discuss the concept of data-driven decisions.	IM:245 Explain the need for sport/event marketing data (SP)	
9. Explain the difference between marketing tactics and strategies.	MP:001 Explain the concept of marketing strategies (CS)	LAP-MP-001 Pick the Mix (Nature of Marketing Strategies)
10. Explain the importance of planning to keep ahead of the competition.	SM:063 Discuss the nature of managerial planning (SP) SM:040 Describe the strategic planning process in an organization (MN)	
11. Explain the importance learning from customers.	IM:249 Explain sources of primary sport/event marketing data (SP)	
12. Explain how marketers determine direction and focus for a marketing plan.	MP:007 Explain the nature of marketing plans (SP)	LAP-MP-007 A Winning Plan (Nature of Marketing Plans)
13. List and describe the components of a marketing plan.	MP:007 Explain the nature of marketing plans (SP)	LAP-MP-007 A Winning Plan (Nature of Marketing Plans)
14. Explain the importance of Management Information Systems (MIS).		
15. Explain the rationale for organizations to follow best practices.		

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Competency N: Leadership and Managing Groups and Teams in the Sports and Entertainment Industry	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify leadership styles and personal characteristics needed in leadership situations.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
2. Identify and describe four leadership styles: autocratic, democratic, open, and situational.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
3. Discuss the importance of human relations skills and communication for an effective leader/manager.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
4. Discuss effective motivation techniques and effective work teams.	M:080 Explain motivation theories and their applications (MN)	
5. Define delegation of duties.	HR:386 Delegate work to others (SU)	
6. Explain the importance of professional networking.	PD:037 Use networking techniques to identify employment opportunities (SP)	
7. Describe the skills needed by employees in the sports and entertainment industry.	PD:051 Explain career opportunities in sports/event marketing (CS)	LAP-PD-051 Score a Career in Sports and Event Marketing (Careers in Sports/Event Marketing)
8. Explain the latest trends in the sports and entertainment industry.	NF:065 Identify sport/event trends (SP)	
9. Explain the basic structures of groups.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)

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10. Describe factors that influence group behavior.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
11. Describe the different types of teams used by an organization.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
12. Explain how a manager can build a successful team.	HR:387 Coordinate efforts of cross-functional teams to achieve project/company goals (SU)	
13. Explain how organizations can be designed to support teams.	HR:387 Coordinate efforts of cross-functional teams to achieve project/company goals (SU)	
14. Describe a virtual team and its functions.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
15. Explain how feedback from management influences employee performance.	HR:513 Foster employee engagement and commitment (SU)	
16. Explain how leaders must be agents of change.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
17. Describe characteristics of successful teams.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
18. Explain why teams fail.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
19. Define leadership and list leadership characteristics.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
20. Identify ways that managers influence employees.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)

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21. Describe important human relations skills.	EI:001 Describe the nature of emotional intelligence (PQ)	LAP-EI-001 EQ and You (Emotional Intelligence)
22. Explain what motivates individuals to accomplish organizational goals.	EI:059 Motivate team members (SP)	LAP-EI-059 Raise Them Up (Motivating Others)
23. Discuss leadership styles.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
24. Describe strategies that leaders use to motivate employees.	EI:059 Motivate team members (SP)	LAP-EI-059 Raise Them Up (Motivating Others)
25. Explain why people resist change.	EI:005 Lead change (CS)	LAP-EI-005 Start the Revolution (Leading Change)
26. Describe the steps for an effective change process.	EI:005 Lead change (CS)	LAP-EI-005 Start the Revolution (Leading Change)
27. List the characteristics of enlightened leaders.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
28. Discuss the types of decisions made by managers.	SM:001 Explain the concept of management (CS)	LAP-SM-001 Manage This! (Concept of Management)
29. Describe the conditions faced by a manager when making a decision.	SM:001 Explain the concept of management (CS)	LAP-SM-001 Manage This! (Concept of Management)
30. Explain the advantages and disadvantages of group decision making.	PD:017 Make decisions (CS)	LAP-PD-017 Weigh Your Options (Decision-Making)
31. Describe the concept of knowledge management.	KM:001 Explain the nature of knowledge management (SP)	LAP-KM-001 Know Go (The Nature of Knowledge Management)
32. Explain how knowledge communities can benefit sports and entertainment managers.		

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33. Describe strategies used by groups to make decisions.	PD:017 Make decisions (CS)	LAP-PD-017 Weigh Your Options (Decision-Making)
34. Explain different management approaches.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
Competency O: Management Strategies and Strategic Planning Tools	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe corporate, business, and functional strategies.	SM:040 Describe the strategic planning process in an organization (MN)	
2. Discuss the advantages and risks associated with strategic management.	SM:040 Describe the strategic planning process in an organization (MN)	
3. Identify the steps in strategic management.	SM:040 Describe the strategic planning process in an organization (MN)	
4. Explain the development phase of the strategic management process.	SM:040 Describe the strategic planning process in an organization (MN)	
5. Describe the action and review phases of the strategic management process.	SM:040 Describe the strategic planning process in an organization (MN)	
6. Describe internal and external environmental factors that impact economics for the sports and entertainment industry.		
7. Explain how functional strategies are related to strategic planning.		

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8. Describe the major strategic planning tools available to managers.	SM:040 Describe the strategic planning process in an organization (MN) SM:063 Discuss the nature of managerial planning (SP)	
9. Explain how entertainment managers achieve strategic fit.		
10. Describe internal and external environments that impact economics for sports and entertainment.		
11. Explain how functional strategies are related to strategic planning.		
Competency P: Basic Functions of Management	MBA Research Performance Indicators	LAPs
Tasks		
1. Define management and its four functions.	SM:001 Explain the concept of management (CS)	LAP-SM-001 Manage This! (Concept of Management)
2. Discuss the principles of business management.	SM:001 Explain the concept of management (CS)	LAP-SM-001 Manage This! (Concept of Management)
3. List the steps in the decision-making process.	PD:017 Make decisions (CS)	LAP-PD-017 Weigh Your Options (Decision-Making)
4. Explain the role of human resources management in community entertainment events.	HR:410 Discuss the nature of human resources management (CS)	LAP-HR-410 People Pusher (Nature of Human Resources Management)
5. Describe the economic and competitive challenges faced by state fairs and other entertainment events.		
6. Explain the role of economic efficiency for entertainment events.		

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7. Discuss the purpose and benefits of planning.	SM:063 Discuss the nature of managerial planning (SP)	
8. Describe the planning process.	SM:063 Discuss the nature of managerial planning (SP)	
9. Describe the reasons for and benefits of organizing.	SM:064 Explain managerial considerations in organizing (SP)	LAP-SM-064 Put It All Together (Managerial Organizing)
10. Explain factors that affect the structure of an organization.	EC:103 Explain the organizational design of businesses (SP)	LAP-EC-103 Designed to Work (Organizational Design of Businesses)
11. Describe how authority is delegated in organizations.	EC:103 Explain the organizational design of businesses (SP)	LAP-EC-103 Designed to Work (Organizational Design of Businesses)
12. Explain the activities of the implementing function.	SM:066 Discuss managerial considerations in directing (SP)	LAP-SM-066 Take Action (Managerial Directing)
13. Describe the management control process.	SM:004 Describe the nature of managerial control (control process, types of control, what is controlled) (SP)	LAP-SM-400 Measure Up! (Managerial Control)
14. List and describe the three steps for efficient control.	SM:004 Describe the nature of managerial control (control process, types of control, what is controlled) (SP)	LAP-SM-400 Measure Up! (Managerial Control)
15. Describe the processes of establishing standards, monitoring results, and comparing them to standards, and making corrections deviations.	SM:004 Describe the nature of managerial control (control process, types of control, what is controlled) (SP)	LAP-SM-400 Measure Up! (Managerial Control)

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Competency A: Essential Supply Chain Management Concepts	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Define supply chain management.	OP:303 Discuss the nature of supply chain management (SP)	LAP-OP-303 Top of the (Supply) Chain (Nature of Supply Chain Management)
2. Define the entire supply chain.	OP:443 Explain the concept of supply chain (CS)	LAP-OP-443 Deliver the Goods (Concept of Supply Chains)
3. Define logistics.	OP:189 Explain the nature of operations (CS)	LAP-OP-189 Smooth Operations (Nature of Operations)
4. Explain how logistics impacts supply chain management.	OP:303 Discuss the nature of supply chain management (SP)	LAP-OP-303 Top of the (Supply) Chain (Nature of Supply Chain Management)
5. Describe how E-commerce, logistics, import taxes, risk, tariffs, customs, and other legal aspects impact global trading.	OP:480 Discuss global supply chain issues (SP)	
6. Analyze the creation of new value in the supply chain for customers, society, and the environment.	OP:477 Explain the impact of supply chains on business performance (SP)	LAP-OP-477 Chain Reaction (Impact of Supply Chains on Business Performance)
7. Explain how supply chain management is practiced in a wide array of industries.	OP:303 Discuss the nature of supply chain management (SP)	LAP-OP-303 Top of the (Supply) Chain (Nature of Supply Chain Management)
8. Explain demand forecasting,	OP:313 Discuss the nature of capacity planning (SP) OP:314 Describe factors impacting demand (SP)	

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9. Define logistics management.	OP:189 Explain the nature of operations (CS) OP:303 Discuss the nature of supply chain management (SP)	LAP-OP-189 Smooth Operations (Nature of Operations) LAP-OP-303 Top of the (Supply) Chain (Nature of Supply Chain Management)
10. Define physical and information flows.		
11. Define strategic orientation for saving money within an organization.		
12. Describe the global impact on supply chain management.	OP:480 Discuss global supply chain issues (SP)	
13. Explain the importance of understanding importing, exporting, trade agreements, and customs regulations for supply chain management.	OP:514 Explain the impact of import and export requirements on supply chain design (e.g., documentation requirements, handling requirements, trade policies, customs regulations) (SP)	
14. Explain the reasons for growth of supply chain management (information revolution, increased competition in globalized markets, relationship management)		
Competency B: Supply Chain Topics	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Define analytics.	OP:327 Discuss the nature of business analysis (SP)	
2. Explain customer relationship management.	CR:016 Discuss the nature of customer relationship management (SP)	LAP-CR-016 Know When To Hold 'Em (Nature of Customer Relationship Management)

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3. Describe the role of forecasting.	OP:313 Discuss the nature of capacity planning (SP)	
4. Explain the growth of global distribution.	OP:508 Describe trends in international distribution systems (SP)	
5. Explain supply chain management for healthcare industry.		
6. Explain the logistics of inventory management.	OP:413 Describe inventory control systems (CS)	
7. Define procurement.	OP:015 Explain the nature and scope of purchasing (CS)	LAP-OP-015 Buy Right (Purchasing)
8. Describe sales and operations planning.	OP:418 Plan inventory flow (turnover, lead time, peak seasons, delivery dates, etc.) (MN) SE:393 Prepare and implement sales plans (MN)	
9. Define supply market intelligence.		
10. Define sustainability for supply chain management.	OP:499 Evaluate risk factors and trends affecting supply chain systems (e.g., sustainability, geopolitical volatility, cyber security, artificial intelligence, automation) (SP)	
11. Explain the relationship between supply chain management and transportation planning.	OP:303 Discuss the nature of supply chain management (SP)	LAP-OP-303 Top of the (Supply) Chain (Nature of Supply Chain Management)
12. Describe careers associated with supply chain management	PD:189 Explain career opportunities in operations and supply chain management (SP)	

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Competency C: Characteristics for Successful Supply Chain Managers	MBA Research Performance Indicators	LAPs
Task / Skill		
5. Describe leadership opportunities for supply chain management.	PD:189 Explain career opportunities in operations and supply chain management (SP)	
7. Describe effective communication skills for supply chain managers.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
8. Explain responsibility ethic for supply chain management.	OP:677 Discuss ethical considerations in supply chain management (SP)	
9. Describe language skills possessed by successful chain managers.		
10. Explain the importance of flexible thinking in supply chain management.		
13. Understand freight terminology	OP:509 Describe the nature of channel intermediaries for foreign markets (e.g., customs brokers, shipping agents, freight forwarders) (SP)	
14. Explain the importance of people and problem-solving skills among successful supply chain managers.	PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)
15. Explain the importance of technology skills among supply chain managers.	OP:478 Describe the impact of technology on supply chain management (SP)	
16. Explain the sense of urgency associated with supply chain management.		

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17. Describe the importance of Excel knowledge for supply chain management.		
18. Describe the temperament required for successful supply chain management.		
Competency D: Supply Chain Planning and Design	MBA Research Performance Indicators	LAPs
Task/Skill		
1. Explain the relationship between purchasing and supply chain management	OP:486 Describe the relationship between procurement and operations management activities (e.g., strategic sourcing, supplier relationship management, supply chain management) (SP)	
2. Explain how a company will provide value to supply chain management		
3. Explain how suppliers, subcontractors, transportation providers, and product distribution is determined by a company	IM:380 Obtain and track information about domestic and foreign suppliers/manufacturers (SP) OP:511 Develop transportation plans (SP) OP:522 Explain the nature and scope of distribution (CS)	
5. Define supply chain integration	OP:479 Describe supply chain networks (SP)	
5. Describe management of supply and demand for supply chain management	OP:314 Describe factors impacting demand (SP)	
6. Describe the efficient facility network design for supply chain management		
7. Explain the importance of expense management for supply chain management		

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Competency E: Supply Chain Process	MBA Research Performance Indicators	LAPs
Task/Skill		
1. Describe the role of manufacturing in a supply chain context		
2. Define inventory management's important relationship with supply chain management	OP:304 Describe the relationship between supply chain management and operations management (SP)	
3. Explain transportation management in a supply chain	OP:506 Explain the scope of domestic and global transport systems (SP)	
4. Explain the role and cost of warehouses in supply chain management	OP:401 Explain the nature of warehousing (CS)	
5. Explain the process for product returns	OP:513 Describe the nature and scope of reverse logistics (SP)	
6. Describe the importance of customer service in a supply chain	OP:477 Explain the impact of supply chains on business performance (SP)	LAP-OP-477 Chain Reaction (Impact of Supply Chains on Business Performance)
Competency F: Product Portfolio Management	MBA Research Performance Indicators	LAPs
Task/Skill		
1. Determine what products to sell	PM:128 Generate product ideas (SP) PM:129 Determine initial feasibility of product idea (MN) PM:204 Adjust idea to create functional product (MN)	
2. Explain how a company determines what products are used and sold by a business		

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3. Define a product portfolio	OP:303 Discuss the nature of supply chain management (SP)	LAP-OP-303 Top of the (Supply) Chain (Nature of Supply Chain Management)
4. Explain the Pareto principle	OP:163 Identify quality-control measures (SP)	LAP-OP-163 Take Control (Quality-Control Measures)
5. Identify slow-moving products headed toward obsolescence	PM:024 Identify the impact of product life cycles on marketing decisions (SP)	LAP-PM-024 Get a Life (Cycle) (Product Life Cycles)
6. Explain the importance of minimizing inventory during all stages of supply chain management	OP:489 Describe strategies to minimize the cost of maintaining inventory (SP)	
Competency I: Improving supply chain network performance.	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Explain the importance of synchronizing material flow		
2. Define inventory maximization		
3. Define decoupling points for inventory maximization		
4. Explain how algorithms are used to maximize capital costs associated with supply chain management.		
5. Explain how proximity to the customer relates to supply chain efficiency		
6. Describe how product sourcing decisions are made	OP:486 Describe the relationship between procurement and operations management activities (e.g., strategic sourcing, supplier relationship management, supply chain management) (SP)	

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7. Describe evaluation processes for supply chain management.	OP:498 Use supply chain performance measures to evaluate achievement of goals (e.g., perfect order fulfillment, inventory turnover, cash-to-cash conversion cycle, fill rate) (SP)	
8. Define how supply chain management meets consumer needs.		
9. Explain how market signal and consumer demand impact supply chain management	OP:314 Describe factors impacting demand (SP)	
10. Explain how to meet and improve customer needs for supply chain management	OP:477 Explain the impact of supply chains on business performance (SP)	LAP-OP-477 Chain Reaction (Impact of Supply Chains on Business Performance)
11. Describe how supply chain management meets and improves the logistic needs of different customer segments	OP:477 Explain the impact of supply chains on business performance (SP)	LAP-OP-477 Chain Reaction (Impact of Supply Chains on Business Performance)
Competency J: Production Planning , Control	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Describe different types of supply chain management planning	OP:313 Discuss the nature of capacity planning (SP)	
2. Define Static vs. Dynamic Planning		
3. Explain how a master production schedule is determined	OP:255 Explain the factors impacting a master production schedule (MN)	
4. Define Bill of Material (BOM)		
5. Describe raw materials required for supply chain management	EC:003 Explain the concept of economic resources (CS) OP:336 Discuss types of inventory (CS)	LAP-EC-903 Be Resourceful (Economic Resources)

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6. Describe work-in-process for supply chain management	OP:336 Discuss types of inventory (CS)	
7. Define finished goods and the goal to move those goods	OP:336 Discuss types of inventory (CS)	
Competency L: Supply Chain Coordination and Decision Making for the Flow of Products, Services, and Information	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Explain the importance of cooperation and coordination in a supply chain	OP:305 Describe supply-chain management strategies (SP)	
2. Describe the role of outsourcing in a supply chain	OP:479 Describe supply chain networks (SP)	
3. Describe measurement of supply chain performance	OP:498 Use supply chain performance measures to evaluate achievement of goals (e.g., perfect order fulfillment, inventory turnover, cash-to-cash conversion cycle, fill rate) (SP)	
5. Explain the role of the team in supply chain management	OP:479 Describe supply chain networks (SP)	
6. Describe the channels of distribution for supply chain management	OP:479 Describe supply chain networks (SP)	
Competency M: Supply Chain Management Contemporary Issues	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Describe the impact of information technology in supply chain management	OP:478 Describe the impact of technology on supply chain management (SP)	
2. Explain how E-business has impacted supply chain management	OP:478 Describe the impact of technology on supply chain management (SP)	

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3. Describe the financial flow in supply chain management		
4. Explain how e-commerce has impacted channels of distribution	OP:478 Describe the impact of technology on supply chain management (SP)	
5. Describe political and economic events that impact supply chain management	OP:499 Evaluate risk factors and trends affecting supply chain systems (e.g., sustainability, geopolitical volatility, cyber security, artificial intelligence, automation) (SP)	
6. Explain how competition impact supply chain management decisions		
Competency N: Channels of Distribution	MBA Research Performance Indicators	LAPs
Task / Skill		
1. List the functions of distribution channels	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)
2. Explain time, place, and ownership utility	EC:004 Determine economic utilities created by business activities (CS)	LAP-EC-904 Use It (Economic Utility)
3. Explain the role of marketing channels for assembly, storage, sorting, and transportation of goods from manufacturers to customers	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)
4. Define facilitation in supply chain management	OP:303 Discuss the nature of supply chain management (SP)	LAP-OP-303 Top of the (Supply) Chain (Nature of Supply Chain Management)
5. Explain how channels of distribution provide pre-sale and post-purchase services like financing, maintenance, information dissemination, and channel coordination	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)

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5. Explain how supply chain management creates efficiencies	OP:477 Explain the impact of supply chains on business performance (SP)	LAP-OP-477 Chain Reaction (Impact of Supply Chains on Business Performance)
6. Describe how supply chain of management involves sharing risks since most of the channels buy the products beforehand, they also share the risk with the manufacturers and do everything possible to sell it	OP:499 Evaluate risk factors and trends affecting supply chain systems (e.g., sustainability, geopolitical volatility, cyber security, artificial intelligence, automation) (SP)	
7. Define indirect channels of distribution	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)
8. Define the role of intermediaries in selling products	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)
9. Define one-level channel of distribution (manufacturer to retailer to customer)	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)
10. Define two-level channel (manufacturer to wholesaler to retailer to customer)	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)
11. Define three-level channel (manufacturer to agent to wholesaler to retailer to customer)	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)
12. Describe dual distribution (showroom and internet selling)	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)
14. Explain how services use intermediaries to reach the final customers	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)
15. Define the on-demand business model	EC:138 Describe types of business models (SP)	

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16. Describe how market, product, competition, and company impact the choice of product distribution	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)
17. Explain how product characteristics (perishability, cost, technicality) impact supply chain management	CM:003 Explain the nature of channels of distribution (CS)	LAP-CM-003 Channel It (Channels of Distribution)

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Competency A: Business Law	MBA Research Performance Indicators	LAPs
Tasks		
1. Comply with the spirit and intent of laws and regulations	BL:163 Comply with the spirit and intent of laws and regulations (CS)	LAP-BL-163 Laying Down the Law (Complying With the Spirit and Intent of Laws and Regulations)
Competency B: Communication Skills	MBA Research Performance Indicators	LAPs
Tasks		
1. Demonstrate active listening skills	CO:017 Demonstrate active listening skills (PQ)	LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)
Competency C: Emotional Intelligence	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe the nature of emotional intelligence	EI:001 Describe the nature of emotional intelligence (PQ)	LAP-EI-001 EQ and You (Emotional Intelligence)
2. Recognize and overcome personal biases and stereotypes	EI:017 Recognize and overcome personal biases and stereotypes (PQ)	LAP-EI-917 Don't Jump to Conclusions! (Recognizing and Overcoming Personal Biases and Stereotypes)
3. Assess personal strengths and weaknesses	EI:002 Assess personal strengths and weaknesses (PQ)	LAP-EI-902 Assess for Success (Assessing Personal Strengths and Weaknesses)
4. Assess personal behavior and values	EI:126 Assess personal behavior and values (PQ)	LAP-EI-126 Assess Yourself (Assessing Your Personal Behavior and Values)

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5. Demonstrate honesty and integrity	EI:022 Demonstrate honesty and integrity (PQ)	LAP-EI-138 Sincerely Yours (Demonstrating Honesty and Integrity)
6. Demonstrate responsible behavior	EI:021 Demonstrate responsible behavior (PQ)	LAP-EI-021 Make the Honor Role (Acting Responsibly)
7. Demonstrate fairness	EI:127 Demonstrate fairness (PQ)	LAP-EI-127 Fair or Foul? (Demonstrating Fairness)
8. Assess risks of personal decisions	EI:091 Assess risks of personal decisions (PQ)	LAP-EI-091 Worth the Risk (Assessing Risks of Personal Decisions)
9. Take responsibility for decisions and actions	EI:075 Take responsibility for decisions and actions (PQ)	LAP-EI-075 It's Up to You (Taking Responsibility for Decisions and Actions)
10. Build trust in relationships	EI:128 Build trust in relationships (CS)	LAP-EI-128 Trust in Me (Building Trust in Relationships)
11. Describe the nature of ethics	EI:123 Describe the nature of ethics (CS)	LAP-EI-123 Rules to Live By (Nature of Ethics)
12. Explain reasons for ethical dilemmas	EI:124 Explain reasons for ethical dilemmas (CS)	LAP-EI-124 What's the Situation? (Reasons for Ethical Dilemmas)
13. Recognize and respond to ethical dilemmas	EI:125 Recognize and respond to ethical dilemmas (CS)	LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas)
14. Explain the use of feedback for personal growth	EI:003 Explain the use of feedback for personal growth (PQ)	LAP-EI-903 Grin and Bear It (Using Feedback for Personal Growth)

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15. Show empathy for others	EI:030 Show empathy for others (PQ)	LAP-EI-030 Have a Heart (Showing Empathy for Others)
16. Exhibit cultural sensitivity	EI:033 Exhibit cultural sensitivity (CS)	LAP-EI-033 Getting To Know You (Cultural Sensitivity)
17. Explain the nature of effective communications	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
18. Foster open, honest communication	EI:129 Foster open, honest communication (SP)	LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication)
19. Participate as a team member	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
20. Explain the concept of leadership	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
21. Explain the nature of ethical leadership	EI:131 Explain the nature of ethical leadership (CS)	LAP-EI-131 Be the Change (Nature of Ethical Leadership)
22. Model ethical behavior	EI:132 Model ethical behavior (CS)	LAP-EI-132 Practice What You Preach (Modeling Ethical Behavior)
23. Determine personal vision	EI:063 Determine personal vision (CS)	LAP-EI-063 Picture This! (Determining Personal Vision)
24. Inspire others	EI:133 Inspire others (CS)	LAP-EI-133 A Force for Good (Inspiring Others)
25. Develop an achievement orientation	EI:027 Develop an achievement orientation (CS)	LAP-EI-027 High Hopes (Developing an Achievement Orientation)

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26. Enlist others in working toward a shared vision	EI:060 Enlist others in working toward a shared vision (CS)	LAP-EI-060 Vision Quest (Enlisting Others in Vision)
27. Treat others with dignity and respect	EI:036 Treat others with dignity and respect (PQ)	LAP-EI-036 Everyone's Worthy (Treating Others With Dignity and Respect)
28. Foster positive working relationships	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
29. Assess long-term value and impact of actions on others	EI:137 Assess long-term value and impact of actions on others (SP)	LAP-EI-137 Choose for the Future (Assessing the Long-Term Value and Impact of Actions on Others)
Competency D: Professional Development	MBA Research Performance Indicators	LAPs
Tasks		
1. Set personal goals	PD:018 Set personal goals (CS)	LAP-PD-918 Go for the Goal (Goal Setting)
2. Follow rules of conduct	PD:251 Follow rules of conduct (CS)	LAP-PD-251 Know the Code (Following Rules of Conduct)
3. Make decisions	PD:017 Make decisions (CS)	LAP-PD-017 Weigh Your Options (Decision-Making)
4. Demonstrate problem-solving skills	PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)

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Competency A: Career Planning /Career Plans	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Determine the expenses that you will incur each month when you are on your own.	FI:066 Develop personal budget (CS)	
2. Calculate how much to spend on your lifestyle.	FI:066 Develop personal budget (CS)	
3. Determine minimum salary needs.	FI:061 Describe sources of income and compensation (CS)	
4. Explore occupations that earn the salary needed.		
5. Define career research.	PD:022 Identify sources of career information (CS)	
6. Explain the career information included in the "Occupational Outlook Handbook."	PD:022 Identify sources of career information (CS)	
7. Determine personal strengths and weaknesses.	EI:002 Assess personal strengths and weaknesses (PQ)	LAP-EI-902 Assess for Success (Assessing Personal Strengths and Weaknesses)
8. Describe job duties for different careers	PD:025 Explain employment opportunities in business (CS)	LAP-PD-025 Go for It! (Careers in Business)
9. Describe the training and education required for different careers.	PD:025 Explain employment opportunities in business (CS) PD:033 Explain the need for ongoing education as a worker (PQ)	LAP-PD-025 Go for It! (Careers in Business)
10. Describe the work environment associated with a selected career.	PD:025 Explain employment opportunities in business (CS)	LAP-PD-025 Go for It! (Careers in Business)
11. Explain the importance of job outlook when selecting a career.		
12. Explain work, licenses, and certification requirements for a selected career.	PD:025 Explain employment opportunities in business (CS)	LAP-PD-025 Go for It! (Careers in Business)

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Competency B: Career Goals	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Define a career goal.	PD:018 Set personal goals (CS)	LAP-PD-918 Go for the Goal (Goal Setting)
2. Explain the importance of setting specific realistic career goals.	PD:018 Set personal goals (CS)	LAP-PD-918 Go for the Goal (Goal Setting)
3. Match career goals to personal strengths.	PD:023 Identify tentative occupational interest (CS)	
4. Describe maps to reach career goals.	PD:018 Set personal goals (CS) PD:034 Explain possible advancement patterns for jobs (PQ)	LAP-PD-918 Go for the Goal (Goal Setting)
5. Explain the difference between short-term and long-term goals.	PD:018 Set personal goals (CS)	LAP-PD-918 Go for the Goal (Goal Setting)
6. Explain how personal success is associated with choosing the correct career.	PD:023 Identify tentative occupational interest (CS)	
7. Define measurable career goals.	PD:018 Set personal goals (CS)	LAP-PD-918 Go for the Goal (Goal Setting)
8. Explain the importance of writing goals down.	PD:018 Set personal goals (CS)	LAP-PD-918 Go for the Goal (Goal Setting)
9. Visualize success associated with career goals.	EI:063 Determine personal vision (CS)	LAP-EI-063 Picture This! (Determining Personal Vision)
10. Define professional networking.	PD:037 Use networking techniques to identify employment opportunities (SP)	
11. Explain why it is important to share personal goals with individuals in your professional network.	PD:037 Use networking techniques to identify employment opportunities (SP)	

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Competency C: Career Pathways	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Define a career pathway.	PD:025 Explain employment opportunities in business (CS)	LAP-PD-025 Go for It! (Careers in Business)
2. Explain the jobs needed to reach an ultimate career goal.	PD:034 Explain possible advancement patterns for jobs (PQ)	
3. Define vertical and lateral growth or advancement associated with career paths.	PD:034 Explain possible advancement patterns for jobs (PQ)	
4. Explain the frequency of changing jobs throughout a lifetime.		
5. Define career transfers.		
6. Define career promotions.		
7. Explain the path through an industry or an organization.	PD:034 Explain possible advancement patterns for jobs (PQ)	
8. Explain the relationship between individual and career development goals within a company.	PD:255 Ascertain employee's role in meeting organizational goals (SP)	
9. Explain how career values and personal benefits are influenced by career pathway choices.	PD:013 Assess personal interests and skills needed for success in business (PQ)	
10. Give examples of career pathways.	PD:025 Explain employment opportunities in business (CS)	LAP-PD-025 Go for It! (Careers in Business)
11. Define lifetime learning.	PD:033 Explain the need for ongoing education as a worker (PQ)	
12. Explain how many career paths involve increasing levels of responsibility.	PD:034 Explain possible advancement patterns for jobs (PQ)	
13. Describe how skill sets are associated with career pathways.	PD:013 Assess personal interests and skills needed for success in business (PQ)	
14. Explain why personal flexibility is an important factor to reach career pathway goals.		

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Competency D: Job Searches	MBA Research Performance Indicators	LAPs
Task/Skill		
1. Prepare documents (resume, cover letter, references, online resume) for the job search.	PD:030 Write a letter of application (CS) PD:031 Prepare a resume (CS)	
2. Polish online personal presentation.	PD:031 Prepare a resume (CS)	
3. Explain the importance of your professional network.	PD:037 Use networking techniques to identify employment opportunities (SP)	
4. Set goals for job applications and interviews.	PD:026 Utilize job-search strategies (PQ)	
5. Understand the importance of sending effective business e-mail messages.	CO:090 Write professional emails (CS)	
6. Explain the importance of fringe benefits associated with careers.	FI:061 Describe sources of income and compensation (CS)	
7. Describe online job searches.	PD:026 Utilize job-search strategies (PQ)	
8. Determine personal willingness to move to another location.		
Competency E: Job Applications	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Explain positive interview skills.	PD:028 Interview for a job (PQ)	
2. Describe types of job applications.	PD:027 Complete a job application (PQ)	
3. Explain the information required on a job application.	PD:027 Complete a job application (PQ)	
4. Outline the major parts of a resume.	PD:031 Prepare a resume (CS)	
5. Explain the reason and information for a cover letter.	PD:030 Write a letter of application (CS)	
6. Explain the purpose of a job application and the need to fill it out completely and accurately.	PD:027 Complete a job application (PQ)	
7. List the personal information you may be asked when applying for a job.	PD:027 Complete a job application (PQ)	

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8. Explain the importance of truthful answers to questions asked on the interview.	PD:028 Interview for a job (PQ)	
9. Explain the differences between online and in-person job applications.	PD:027 Complete a job application (PQ)	
10. Explain why proofreading the application before submitting it is important.	PD:027 Complete a job application (PQ)	
Competency F: Cover Letters	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Explain a cover letter.	PD:030 Write a letter of application (CS)	
2. Explain the reason for sending a cover letter for a job application.	PD:030 Write a letter of application (CS)	
3. Explain why a cover letter must be customized for different job openings.	PD:030 Write a letter of application (CS)	
4. Explain why research is important when writing a cover letter.	PD:030 Write a letter of application (CS)	
5. Describe key action words in cover letters to get the interviewer's attention.	PD:030 Write a letter of application (CS)	
6. Explain the format of a cover letter.	PD:030 Write a letter of application (CS)	
7. Explain why it is essential to proofread the cover letter.	PD:030 Write a letter of application (CS)	
8. Define the information that should be included in the cover letter.	PD:030 Write a letter of application (CS)	
Competency G: Resumes	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Define a resume.	PD:031 Prepare a resume (CS)	
2. List competencies (teamwork, responsibility, commercial awareness, decision making, leadership, communication, trustworthiness, problem solving, ethical standards) to include in a resume.	PD:031 Prepare a resume (CS)	

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3. List the sections for effective resumes.	PD:031 Prepare a resume (CS)	
4. Describe the standard format for a resume.	PD:031 Prepare a resume (CS)	
5. Explain the importance of including work experience and internships in the resume.	PD:031 Prepare a resume (CS)	
6. Define 'work gaps' in the resume and strategies to fill those gaps.	PD:031 Prepare a resume (CS)	
7. List relevant keywords that should be included in an effective resume.	PD:031 Prepare a resume (CS)	
8. Define an objective for a resume.	PD:031 Prepare a resume (CS)	
9. Explain the importance of limiting a resume to one page.	PD:031 Prepare a resume (CS)	
10. Explain the differences between a chronological, functional, and combination resume.	PD:031 Prepare a resume (CS)	
Competency H: Interviews	MBA Research Performance Indicators	LAPs
Task / Skill		
1. List the documents and information needed when going on an interview.	PD:028 Interview for a job (PQ)	
2. Describe a professional dress code for a job interview.	PD:002 Maintain appropriate personal appearance (PQ)	LAP-PD-002 Look Good, Feel Good (Personal Appearance)
3. Explain the importance of a firm handshake.	PD:028 Interview for a job (PQ)	
4. Explain cell phone protocol for an interview.	PD:028 Interview for a job (PQ)	
5. Explain the importance of arriving on time for the interview.	PD:028 Interview for a job (PQ)	
6. Explain waiting room procedures before going in to the interview.	PD:028 Interview for a job (PQ)	
7. Describe mannerisms that are negative during an interview.	PD:028 Interview for a job (PQ)	
8. Explain the importance of being on time to an interview.	PD:028 Interview for a job (PQ)	

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9. Explain why the time of an interview makes a difference on results.	PD:028 Interview for a job (PQ)	
10. Explain the importance of sending a thank you immediately following the interview.	PD:029 Write a follow-up letter after job interviews (CS)	
11. Explain the importance of greeting the receptionist or driver when going on an interview.	PD:028 Interview for a job (PQ)	
12. Explain conservative business clothing colors for an interview.	PD:002 Maintain appropriate personal appearance (PQ)	LAP-PD-002 Look Good, Feel Good (Personal Appearance)
Explain the Competency I: Employability Skills	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Explain the importance of clear communication skills.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
2. Describe the importance of writing skills.	CO:016 Explain the nature of effective written communications (CS)	
3. Explain the importance of proper netiquette.		
4. Define soft skills needed for success.	EI:001 Describe the nature of emotional intelligence (PQ) EI:018 Identify desirable personality traits important to business (PQ)	LAP-EI-001 EQ and You (Emotional Intelligence) LAP-EI-918 You've Got Personality (Personality Traits in Business)
5. Explain professionalism in the work place.	EI:001 Describe the nature of emotional intelligence (PQ) EI:018 Identify desirable personality traits important to business (PQ)	LAP-EI-001 EQ and You (Emotional Intelligence) LAP-EI-918 You've Got Personality (Personality Traits in Business)
6. Explain the importance of teamwork at the work place.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)

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7. Explain the need for critical thinking.	PD:017 Make decisions (CS)	LAP-PD-017 Weigh Your Options (Decision-Making)
8. Explain the importance of computer skills.		
9. Describe the impact of motivation in the work place.	EI:059 Motivate team members (SP)	LAP-EI-059 Raise Them Up (Motivating Others)
10. Explain the importance of flexibility to learn new skills.	EI:006 Demonstrate adaptability (CS)	LAP-EI-006 Go With the Flow (Demonstrating Adaptability)
11. Describe the impact of enthusiasm in the work place.	EI:020 Demonstrate interest and enthusiasm (PQ)	
Competency J: Aptitude	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Define aptitude.	PD:023 Identify tentative occupational interest (CS)	
2. Explain the relationship between aptitude and job description.	PD:023 Identify tentative occupational interest (CS)	
3. Explain how an aptitude assessment can help individuals choose a career.	PD:023 Identify tentative occupational interest (CS)	
4. Explain how aptitude tests are related to different job roles.	HR:522 Explain assessment methods used in the hiring process (SP)	
5. Define types of aptitude tests: cognitive ability, numerical reasoning, diagrammatic, situational, judgement, verbal reasoning, inductive reasoning.	HR:522 Explain assessment methods used in the hiring process (SP)	
6. Explain how human resource departments use aptitude tests to hire employees.	HR:522 Explain assessment methods used in the hiring process (SP)	

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Competency K: Career Interests	MBA Research Performance Indicators	LAPs
Task / Skill		
1. List informative resources to learn about different career interests.	PD:022 Identify sources of career information (CS)	
2. Explain the impact of job shadowing and internships to learn about careers.	PD:032 Describe techniques for obtaining work experience (e.g., volunteer activities, internships) (PQ)	
3. Explain the benefits of matching your interests to your career choice.	PD:023 Identify tentative occupational interest (CS)	
4. Describe how choosing a career is related to exploring personal interests.	PD:023 Identify tentative occupational interest (CS)	
5. Explain the difference between a job and a career.	PD:023 Identify tentative occupational interest (CS)	
6. Explain how to research educational requirements for different careers.	PD:022 Identify sources of career information (CS)	
7. Describe the value of interviewing career professionals to learn more about your interests.	PD:022 Identify sources of career information (CS)	

FBLA MS: Exploring Economics

Competency A: Scarcity	MBA Research Performance Indicators	LAPs
Tasks		
1. Define economic scarcity.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
2. Explain how scarcity impacts production, consumption, and exchange.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
3. Explain why scarcity requires individuals, governments, and societies to make choices.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
4. Explain how scarcity leads to economic policy and allocation.		
5. Explain how scarcity requires choices.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
6. Evaluates the trade-offs for scarcity.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
7. Explain how economic decisions involving scarcity need to consider opportunity cost.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)

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Competency B: Supply and Demand	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the law of supply.	EC:005 Explain the principles of supply and demand (CS)	LAP-EC-011 It's the Law (Supply and Demand)
2. Explain the law of demand.	EC:005 Explain the principles of supply and demand (CS)	LAP-EC-011 It's the Law (Supply and Demand)
3. Define economic equilibrium.	EC:005 Explain the principles of supply and demand (CS)	LAP-EC-011 It's the Law (Supply and Demand)
4. Demonstrate an understanding of the supply and demand curves that shows increases and decreases in quantity supplied and quantity demanded.	EC:005 Explain the principles of supply and demand (CS)	LAP-EC-011 It's the Law (Supply and Demand)
5. Describe how consumer, government, environment, and technology factors impact consumer demand.	EC:005 Explain the principles of supply and demand (CS)	LAP-EC-011 It's the Law (Supply and Demand)
6. Explain the relationship between prices and consumer purchases.	EC:006 Describe the functions of prices in markets (CS)	LAP-EC-906 When More Is Less (Functions of Prices)
7. Define economic elasticity.	EC:005 Explain the principles of supply and demand (CS)	LAP-EC-011 It's the Law (Supply and Demand)
8. Explain how government enforced price ceilings and floors cause product shortages or surpluses.		

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Competency C: Economic Systems	MBA Research Performance Indicators	LAPs
Tasks		
1. Define the basic elements of capitalism.	EC:007 Explain the types of economic systems (CS) EC:009 Explain the concept of private enterprise (CS)	LAP-EC-907 Who's the Boss? (Economic Systems) LAP-EC-015 People Power (The Private Enterprise System)
2. Explain how, in a free enterprise system, individuals attempt to maximize their profits based on their role in the economy.	EC:007 Explain the types of economic systems (CS) EC:009 Explain the concept of private enterprise (CS)	LAP-EC-907 Who's the Boss? (Economic Systems) LAP-EC-015 People Power (The Private Enterprise System)
3. Define the characteristics of a market system (e.g., profit, competitive markets, and private ownership of property).	EC:007 Explain the types of economic systems (CS) EC:009 Explain the concept of private enterprise (CS)	LAP-EC-907 Who's the Boss? (Economic Systems) LAP-EC-015 People Power (The Private Enterprise System)
4. Compare and contrast economic systems (e.g., traditional, market, command).	EC:007 Explain the types of economic systems (CS)	LAP-EC-907 Who's the Boss? (Economic Systems)
5. Analyze how economic systems, resources, and culture affect each other.	EC:007 Explain the types of economic systems (CS)	LAP-EC-907 Who's the Boss? (Economic Systems)
6. Explain how decisions are made in a command economy.	EC:007 Explain the types of economic systems (CS)	LAP-EC-907 Who's the Boss? (Economic Systems)
7. Explain how decisions are made in a traditional economy.	EC:007 Explain the types of economic systems (CS)	LAP-EC-907 Who's the Boss? (Economic Systems)

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8. Explain the difference between capitalism, socialism, and communism.	EC:007 Explain the types of economic systems (CS)	LAP-EC-907 Who's the Boss? (Economic Systems)
9. Define a mixed economy.	EC:007 Explain the types of economic systems (CS)	LAP-EC-907 Who's the Boss? (Economic Systems)
Competency D: Gross Domestic Product	MBA Research Performance Indicators	LAPs
Tasks		
1. Define Gross Domestic Product (GDP).	EC:017 Explain the concept of Gross Domestic Product (GDP) (SP)	LAP-EC-917 Measure Up? (Gross Domestic Product)
2. Explain three ways to calculate GDP.	EC:017 Explain the concept of Gross Domestic Product (GDP) (SP)	LAP-EC-917 Measure Up? (Gross Domestic Product)
3. Explain why GDP is an important economic measurement.	EC:017 Explain the concept of Gross Domestic Product (GDP) (SP)	LAP-EC-917 Measure Up? (Gross Domestic Product)
4. Describe how the health of a country is impacted by GDP.	EC:017 Explain the concept of Gross Domestic Product (GDP) (SP)	LAP-EC-917 Measure Up? (Gross Domestic Product)
5. Explain the relationship between economic growth and GDP.	EC:017 Explain the concept of Gross Domestic Product (GDP) (SP)	LAP-EC-917 Measure Up? (Gross Domestic Product)
6. Explain how GDP is related to the health of a country's economy.	EC:017 Explain the concept of Gross Domestic Product (GDP) (SP)	LAP-EC-917 Measure Up? (Gross Domestic Product)
7. Explain the difference between nominal and real GDP.	EC:017 Explain the concept of Gross Domestic Product (GDP) (SP)	LAP-EC-917 Measure Up? (Gross Domestic Product)
8. Describe the impact that GDP has on the stock market.		

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Competency E: International Trade	MBA Research Performance Indicators	LAPs
Tasks		
1. Analyze the impact of world trade and relate it to the U.S. free enterprise system.	EC:016 Explain the nature of global trade (SP)	LAP-EC-916 Beyond US (Global Trade)
2. Explain the basic characteristics of international trade, including absolute and comparative advantage, barriers to trade, exchange rates, and balance of trade.	EC:016 Explain the nature of global trade (SP) EC:100 Describe the determinants of exchange rates and their effects on the domestic economy (SP)	LAP-EC-916 Beyond US (Global Trade) LAP-EC-100 Get Your Money's Worth (Exchange Rates)
3. Analyze why trade barriers and why exchange rates affect the flow of goods and services among nations.	EC:016 Explain the nature of global trade (SP) EC:100 Describe the determinants of exchange rates and their effects on the domestic economy (SP)	LAP-EC-916 Beyond US (Global Trade) LAP-EC-100 Get Your Money's Worth (Exchange Rates)
4. Explain how currency exchange rates affect international trade.	EC:100 Describe the determinants of exchange rates and their effects on the domestic economy (SP)	LAP-EC-100 Get Your Money's Worth (Exchange Rates)
5. Discuss the advantages, disadvantages, and distribution effects of trade restrictions (e.g., tariffs, quotas, and embargoes).	EC:112 Explain the impact of major trade alliances on business activities (SP)	
6. Analyze the impact of international issues and concerns on personal, national, and international economics.		
7. Explain how specialization promotes international trade and how international trade increases total world output and interdependence among nations.		

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8. Explain the role of credit in a market economy.	EC:016 Explain the nature of global trade (SP)	LAP-EC-916 Beyond US (Global Trade)
9. Compare the advantages and disadvantages of using various forms of credit and the determinants of credit history.	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
Competency F: Business Cycles	MBA Research Performance Indicators	LAPs
Tasks		
1. Define circular flow, interdependence, product market, and factors of production.	EC:003 Explain the concept of economic resources (CS) EC:007 Explain the types of economic systems (CS) EC:072 Describe the nature of taxes (SP)	LAP-EC-903 Be Resourceful (Economic Resources) LAP-EC-907 Who's the Boss? (Economic Systems) LAP-EC-072 Pay Your Share (Business Taxes)
2. List and define the six business cycles (expansion, peak, recession, depression, trough, recovery).	EC:018 Determine the impact of business cycles on business activities (SP)	LAP-EC-918 Boom or Bust (Impact of Business Cycles)
3. Describe the role of businesses and individuals in the circular flow.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
4. Explain how change in one component of the circular flow of economic activity affects other components.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
5. Describe the role of government in the circular flow (e.g., taxation, services, and national debt).	EC:008 Determine the relationship between government and business (CS)	LAP-EC-016 Regulate and Protect (Government and Business)

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Competency G: Inflation	MBA Research Performance Indicators	LAPs
Tasks		
1. Define inflation.	EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)
2. Define demand-pull inflation.	EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)
3. Define cost-push inflation.	EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)
4. Explain built-in inflation.	EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)
5. Describe the role of the Consumer Price Index when measuring the rate of inflation.	EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)
6. Define Consumer Price Index (CPI) and Wholesale Price Index (WPI).	EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)
7. Explain how inflation can be viewed positively or negatively.	EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)
8. Explain how inflation has a favorable impact on tangible assets like property or stock commodities.	EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)
9. List the causes and effects of inflation.	EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)
10. Define Product Price Index.	EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)
11. Explain the pros and cons of inflation.	EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)
12. Explain how monetary policy is used to control inflation.	EC:073 Discuss the nature of monetary policy (MN) EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)

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13. Explain the effects of inflation.	EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)
14. Define hyperinflation.	EC:083 Describe the economic impact of inflation on business (SP)	LAP-EC-083 Up, Up, and Away (Inflation)
15. Explain hedging against inflation.		
Competency H: Opportunity Costs	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain how economic decision making is impacted by opportunity cost and scarcity.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
2. Define opportunity cost.	EC:001 Describe the concepts of economics and economic activities (CS)	LAP-EC-901 Are You Satisfied? (Economics and Economic Activities)
3. Define a pure service.	EC:002 Distinguish between economic goods and services (CS)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services)
4. Define a convenience good.	EC:002 Distinguish between economic goods and services (CS)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services)
5. Define a shopping good.	EC:002 Distinguish between economic goods and services (CS)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services)

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6. Define a specialty consumer good.	EC:002 Distinguish between economic goods and services (CS)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services)
7. List examples of fast-moving consumer goods.	EC:002 Distinguish between economic goods and services (CS)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services)
Competency I: Goods and Services	MBA Research Performance Indicators	LAPs
Tasks		
1. Define consumer goods.	EC:002 Distinguish between economic goods and services (CS)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services)
2. Define a durable good.	EC:002 Distinguish between economic goods and services (CS)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services)
3. Define a nondurable good.	EC:002 Distinguish between economic goods and services (CS)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services)
4. Explain how the Federal Reserve System uses its control over the reserve ratio, open market operations, and the discount rate to control the money supply and the implementation of tight and easy money policy.	EC:097 Explain the role of the Federal Reserve System (MN)	

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5. Determine how inflation, unemployment, and gross domestic product statistics are used in policy decisions.	EC:097 Explain the role of the Federal Reserve System (MN)	
6. Describe how fiscal, monetary, and regulatory policies affect overall levels of employment, output, and consumption.	EC:098 Describe the effects of fiscal and monetary policies (MN)	
Competency J: Needs vs. Wants	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the difference between a need and a want.	EC:002 Distinguish between economic goods and services (CS)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services)
2. Explain the importance of needs and wants for a budget.	EC:002 Distinguish between economic goods and services (CS)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services)
3. Explain the difference between fixed and flexible expenses.	FI:066 Develop personal budget (CS)	
4. List examples of needs and wants.	EC:002 Distinguish between economic goods and services (CS)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services)
5. Explain the 50/30/20 budgeting rule.	FI:066 Develop personal budget (CS)	
6. Explain strategies to reduce amounts spent on wants.	FI:066 Develop personal budget (CS)	
7. Explain why needs are fixed and wants are discretionary.	EC:002 Distinguish between economic goods and services (CS) FI:066 Develop personal budget (CS)	LAP-EC-902 Get the Goods on Goods and Services (Economic Goods and Services)

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Competency A: Percentages	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Define percent.		
2. Explain how to change a fraction to a percentage.		
3. Visualize percentage as a portion of the total pie.		
4. Explain how to change a percent into a fraction.		
5. Explain the formula for calculating percentage.		
6. Calculate an amount based upon a percentage.		
7. Explain the base as being the numerical value to which the part is compared.		
8. Explain how to change a percent into a decimal.		
9. Recognize the percent relationship to decimals, fractions, and ratios.		
10. Explain how ratios are associated with percentages.		
11. Understand the meaning of a ratio (proportion).		
12. Calculate the percentage of a given amount.		
13. Explain the reason for wholesale and retail discounts.	PI:022 Determine discounts and allowances that can be used to adjust base prices (MN)	
14. Describe how increased sales are directly related to discounts.		
15. Define a seasonal discount.	PI:022 Determine discounts and allowances that can be used to adjust base prices (MN)	
16. Explain the difference between a trade and cash discount.	PI:022 Determine discounts and allowances that can be used to adjust base prices (MN)	
17. Explain terms for early payment discounts.		

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18. Understand discount terminology (example: 2/10/n/30)		
19. Explain a trade discount.	PI:022 Determine discounts and allowances that can be used to adjust base prices (MN)	
20. Describe the relationship between discounts and consumer action.		
Competency B: Savings	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Compare consumer choices for saving.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
2. Explain the relationship between saving and investing.	FI:270 Explain the need to save and invest (CS)	
3. Define the time value of money.	FI:062 Explain the time value of money (CS)	
4. Explain the "Rule of 72" when calculating interest earned on savings.	FI:062 Explain the time value of money (CS)	
5. Define financial liquidity.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
6. Explain the discipline associated with saving money.	FI:270 Explain the need to save and invest (CS)	
7. Explain insured savings accounts.	PD:154 Describe types of personal banking products and services (CS)	
8. Explain the reasons for having a savings account.	FI:270 Explain the need to save and invest (CS)	
9. Explain the equation for simple interest (principal x rate x time).	FI:062 Explain the time value of money (CS)	
10. Explain the difference between simple and compound interest.	FI:062 Explain the time value of money (CS)	

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Competency C: Checking Accounts	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Explain the reasons for having a checking account	PD:154 Describe types of personal banking products and services (CS)	
2. Explain how to open a checking account.	PD:154 Describe types of personal banking products and services (CS)	
3. Describe the advantages and disadvantages of online banking.	FI:830 Manage online accounts (CS)	
4. Define paperless bank statements.	FI:070 Balance a bank account (PQ)	
5. Describe three types of endorsements for checks.		
6. Explain overdraft protection.	PD:154 Describe types of personal banking products and services (CS)	
7. Explain how to reconcile a bank statement.	FI:070 Balance a bank account (PQ)	
8. Define the purpose of the FDIC.	FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	
9. Explain the difference between a debit and a credit card.	FI:058 Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.) (PQ) FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
10. Explaining the importance of maintaining a check register.	FI:069 Maintain financial records (PQ)	
11. Explain the importance of developing a solid relationship with your bank by taking good care of your checking account.	FI:783 Make responsible financial decisions (CS)	
12. Define direct deposit and advantages associated with direct deposit.	PD:154 Describe types of personal banking products and services (CS)	
13. Explain the convenience of automatic withdrawal for certain reoccurring expenses.	PD:154 Describe types of personal banking products and services (CS)	

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14. Explain the checking account routing number.	PD:154 Describe types of personal banking products and services (CS)	
15. Explain the role of the drawer for a checking account.		
16. Explain the role of the payee for a checking account.		
Competency D: Decision Making	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Explain Maslow's Hierarchy of Needs when making decisions.	SE:359 Discuss motivational theories that impact buying behavior (SP)	
2. Explain the process of gathering data before making a financial decision.	FI:783 Make responsible financial decisions (CS)	
3. Determine possible outcomes associated with different possible financial decisions.	FI:783 Make responsible financial decisions (CS)	
4. List the steps associated with decision making.	FI:783 Make responsible financial decisions (CS)	
5. Explain how changing financial situations impact decision making.	FI:783 Make responsible financial decisions (CS)	
6. Describe how financial decision making is impacted by long-term and short-term goals.	FI:783 Make responsible financial decisions (CS)	
7. Explain rational vs. emotional financial decision making.	FI:783 Make responsible financial decisions (CS)	
8. Explain why some financial decisions should be given more time to make.	FI:783 Make responsible financial decisions (CS)	
9. Explain how decision making requires flexibility due to unexpected events.	FI:783 Make responsible financial decisions (CS)	
10. Explain how financial decision making involves a system of prioritization.	FI:783 Make responsible financial decisions (CS)	
11. Describe how decision making differs for large purchases vs. daily purchases.	FI:783 Make responsible financial decisions (CS)	

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12. Distinguish the difference between financial wants and needs.	FI:270 Explain the need to save and invest (CS)	
13. Explain how to choose the best financial planner for different circumstances.	FI:075 Describe types of financial-services providers (CS)	
14. Explain the importance of a financial budget.	FI:066 Develop personal budget (CS)	
15. Explain the importance of maintaining accurate financial documents to make the best decisions.	FI:069 Maintain financial records (PQ)	
Competency E: Taxes	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Define different types of taxes.	FI:067 Explain the nature of tax liabilities (PQ) EC:072 Describe the nature of taxes (SP)	OLAP-EC-072 Pay Your Share (Business Taxes)
2. Explain how taxes are used to encourage and discourage business.	EC:072 Describe the nature of taxes (SP)	LAP-EC-072 Pay Your Share (Business Taxes)
3. Explain how the government uses taxes.	FI:067 Explain the nature of tax liabilities (PQ) EC:072 Describe the nature of taxes (SP)	LAP-EC-072 Pay Your Share (Business Taxes)
4. Explain property taxes.	FI:067 Explain the nature of tax liabilities (PQ) EC:072 Describe the nature of taxes (SP)	LAP-EC-072 Pay Your Share (Business Taxes)
5. List the top expenditures that use property taxes.	FI:067 Explain the nature of tax liabilities (PQ) EC:072 Describe the nature of taxes (SP)	LAP-EC-072 Pay Your Share (Business Taxes)
6. Define public goods and their relationship to tax dollars.	FI:067 Explain the nature of tax liabilities (PQ) EC:072 Describe the nature of taxes (SP)	LAP-EC-072 Pay Your Share (Business Taxes)
7. Explain the role of the Internal Revenue Service.	EC:072 Describe the nature of taxes (SP)	LAP-EC-072 Pay Your Share (Business Taxes)
8. Define a progressive income tax.	EC:072 Describe the nature of taxes (SP)	LAP-EC-072 Pay Your Share (Business Taxes)
9. Explain sales taxes and the use of those taxes.	FI:067 Explain the nature of tax liabilities (PQ) EC:072 Describe the nature of taxes (SP)	LAP-EC-072 Pay Your Share (Business Taxes)

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10. Describe how different states compete for business with no sales taxes vs. sales taxes.		
11. Understand that income tax returns must be filed by April 15.	FI:074 Prepare personal income tax forms (CS)	
12. Define a tax deduction.	FI:074 Prepare personal income tax forms (CS)	
13. Define a tax exemption.	FI:074 Prepare personal income tax forms (CS)	
14. Explain a tax holiday.		
15. Define excise taxes.	FI:067 Explain the nature of tax liabilities (PQ)	
16. Define a tariff and how it is used for trade deals.	EC:112 Explain the impact of major trade alliances on business activities (SP)	
17. Explain FICA taxes.	FI:068 Interpret a pay stub (PQ)	
Competency F: Investing	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Explain different types of investments.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
2. Describe the risks associated with different types of investments.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
3. Define liquidity of an investment.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
4. Explain how to buy and sell investments.	PD:236 Describe how securities are traded (SP)	
5. Explain the relationship between risk and rate of return on an investment.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
6. Compare the difference between simple and compound interest.	FI:062 Explain the time value of money (CS)	
7. Explain what agencies regulate financial markets and protect investors.	FI:063 Explain legal responsibilities associated with consumer financial products and services (CS)	

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8. Evaluate professional financial advisors.	FI:076 Discuss considerations in selecting a financial-services provider (CS)	
9. Explain different types of stocks and how to invest by purchasing stocks.	PD:309 Explain the nature of stocks (SP)	
10. Define bonds and the interest earned.	PD:313 Explain the nature of bonds (SP)	
11. Explain real estate as an investment possibility.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
12. Define speculative investments.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
13. Explain how the level of risk is associated with the possible rate of return on an investment.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
14. Explain how broker and investment planner fees are calculated.	FI:076 Discuss considerations in selecting a financial-services provider (CS)	
15. Explain the importance of estate planning.	FI:572 Explain the nature of estate planning (CS)	
16. Explain the need for wills to distribute investments of a deceased person.	FI:572 Explain the nature of estate planning (CS)	
Competency G: Insurance	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Define insurance.	FI:081 Describe the concept of insurance (CS)	
2. Explain the role of the insurance agent.	FI:075 Describe types of financial-services providers (CS)	
3. Describe an insurance policy.	FI:081 Describe the concept of insurance (CS)	
4. Explain the need for health insurance.	PD:320 Discuss the nature of health insurance coverage (SP)	
5. Define the beneficiary.	PD:323 Discuss the nature of life insurance (SP)	
6. Explain the life insurance concept.	PD:323 Discuss the nature of life insurance (SP)	
7. Explain the need for liability insurance.	PD:322 Explain the nature of liability insurance (SP)	

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8. Define homeowner's and renter's insurance.	PD:321 Discuss components of homeowners/renters insurance (SP)	
9. Explain the insurance deductible.	FI:081 Describe the concept of insurance (CS)	
10. Explain insurance premium and how it is calculated.	FI:081 Describe the concept of insurance (CS)	
11. Explain the difference between term and whole/universal life insurance.	PD:323 Discuss the nature of life insurance (SP)	
12. Define co-insurance.	PD:320 Discuss the nature of health insurance coverage (SP)	
13. Explain the functions of insurance agencies.	FI:075 Describe types of financial-services providers (CS)	
14. Explain the risk concept and its relationship to the premium charged by the insurance agency.	FI:081 Describe the concept of insurance (CS) SM:075 Explain the nature of risk management (SP)	LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management)
15. Define collision insurance.	PD:319 Describe components of automobile insurance coverage (SP)	
16. Define medical payments insurance.		
17. Define automobile insurance deductible.	PD:319 Describe components of automobile insurance coverage (SP)	
18. Define an umbrella liability insurance policy.	PD:322 Explain the nature of liability insurance (SP)	
Competency H: Budgeting	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Define a budget and its important impact on a person's future.	FI:066 Develop personal budget (CS)	
2. Explain the difference between fixed and variable (flexible) expenses in a budget.	FI:066 Develop personal budget (CS)	
3. Explain the difference between active and passive income.	FI:061 Describe sources of income and compensation (CS)	

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4. Explain the reason for a budget.	FI:066 Develop personal budget (CS)	
5. Define the categories in a budget.	FI:066 Develop personal budget (CS)	
6. Explain why a percentage of income should be budgeted for savings.	FI:066 Develop personal budget (CS)	
7. Define opportunity cost when making financial decisions.	FI:066 Develop personal budget (CS)	
8. Define depreciation for automobiles, appliances, and other equipment.		
9. Describe the first step for creating a budget (monitoring and categorizing spending).	FI:066 Develop personal budget (CS)	
10. Explain how careful maintenance of a checking account is related to successful budgeting.	FI:066 Develop personal budget (CS)	
Competency I: Credit Cards	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Define credit and how it should be used wisely for large purchases.	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
2. Explain the appropriate use for credit.	FI:071 Demonstrate the wise use of credit (CS)	
3. List and define the C's (character, cash flow, capacity, collateral, capital, conditions) of credit.	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
4. Explain the dangers of using too much credit.	FI:071 Demonstrate the wise use of credit (CS)	
5. Describe how credit has a major impact on life.	FI:071 Demonstrate the wise use of credit (CS)	
6. Define different types of financial credit (installment, non-installment, revolving, mortgage, line of credit).	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
7. Explain how consumers who are classified as a greater financial risk pay higher interest rates for credit.	FI:071 Demonstrate the wise use of credit (CS)	

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8. List the major credit reporting agencies and the need to be aware of our personal credit report.	FI:072 Validate credit history (CS)	
9. Describe five influencers that are used to determine if an individual or business receives credit (debt usage, age of accounts, types of accounts, credit inquiries).	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
10. Explain the difference between secured and unsecured credit (loan).	FI:002 Explain the purposes and importance of credit (CS)	LAP-FI-002 Give Credit Where Credit Is Due (Credit and Its Importance)
11. Explain the tax advantage of a mortgage (deduction of interest paid on a mortgage).		
12. Explain how impulse buyers should take time before making purchases on credit.	FI:071 Demonstrate the wise use of credit (CS)	
13. Explain the importance of paying credit cards on time.	FI:071 Demonstrate the wise use of credit (CS)	
Competency J: Return on Investment	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Define an investment and rate of return.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
2. Define a financial portfolio.		
3. Calculate rate of return by dividing dollar increase by amount of the original investment.	FI:367 Calculate stock-related values (e.g., the value of a constant growth stock, the expected value of future dividends, the expected rate of return, etc.) (SP)	
4. Explain the importance of time when building a financial portfolio.	FI:062 Explain the time value of money (CS)	
5. Define the importance of diversification when making investments.	FI:350 Describe the nature of diversification strategies (SP)	

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6. Explain how greater financial risk can result in greater losses or gains.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
7. Differentiate between insured and uninsured investments.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
8. Describe how investment in the Stock Market works.	PD:236 Describe how securities are traded (SP)	
9. Describe economic and other news events can impact the Stock Market.	FI:574 Describe the relationship between economic conditions and financial markets (SP)	
10. Explain the value of investing in real estate.	FI:077 Explain types of investments (CS)	LAP-FI-077 Invest for Success (Types of Investments)
11. Explain the importance of matching type of investment to the individual's financial philosophy and anxiety level.	FI:279 Explain factors to consider when selecting investments (SP)	
Competency K: Consumer Awareness	MBA Research Performance Indicators	LAPs
Task / Skill		
1. List the Consumer Bill of Rights.		
2. Explain how consumer awareness is directly related to make the best purchase decisions.	FI:783 Make responsible financial decisions (CS)	
3. List responsibilities associated with consumer awareness (stay informed, follow instructions, use products properly, speak out against wrong doing, lawfully purchase goods and services).	FI:783 Make responsible financial decisions (CS)	
4. Describe the importance of using Consumer Reports, other consumer publications, and consumer feedback on social media when making purchasing decisions.	FI:783 Make responsible financial decisions (CS)	
5. Define product recalls.		

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6. Explain the importance of reading product labels for product content, expiration date, manufacturing location, warnings, and possible dangers.		
7. Define the importance of comparison shopping before making purchases.	FI:783 Make responsible financial decisions (CS)	
8. Seek opinions from satisfied/unsatisfied customers and product experts.		
Competency L: Identity Theft	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Define identity theft.	FI:073 Protect against identity theft (CS)	
2. Explain four types of identity theft (medical, criminal, financial and child identity).	FI:073 Protect against identity theft (CS)	
3. Explain how identity theft has increased with increased use of technology.	FI:073 Protect against identity theft (CS)	
4. Describe systems to protect individuals from identity theft.	FI:073 Protect against identity theft (CS)	
5. Describe vulnerable populations (elderly, hearing impaired, etc.) who are targets of identity theft.	FI:073 Protect against identity theft (CS)	
6. Describe procedures to avoid becoming a victim of identity theft.	FI:073 Protect against identity theft (CS)	
7. Define credit card fraud.	FI:073 Protect against identity theft (CS)	
8. Explain the importance of not sharing personal, financial, or social security information on the telephone or the internet.	FI:073 Protect against identity theft (CS)	
9. Describe how to detect spam telephone calls.	FI:073 Protect against identity theft (CS)	
10. Explain the importance of blocking unwanted telephone calls.	FI:073 Protect against identity theft (CS)	
11. Describe scam schemes.	FI:073 Protect against identity theft (CS)	

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Competency A: Accountability	Demonstrate responsible behavior	NEEDS: 6
Tasks		
1. Define accountability.	EI:021 Demonstrate responsible behavior (PQ)	LAP-EI-021 Make the Honor Role (Acting Responsibly)
2. Explain how effective leaders are accountable for their actions.	EI:075 Take responsibility for decisions and actions (PQ)	LAP-EI-075 It's Up to You (Taking Responsibility for Decisions and Actions)
3. Explain tenants of accountability (goals, expectations, successes, failures).	EI:021 Demonstrate responsible behavior (PQ)	LAP-EI-021 Make the Honor Role (Acting Responsibly)
4. Describe how accountability is the key to great communication.	EI:021 Demonstrate responsible behavior (PQ)	LAP-EI-021 Make the Honor Role (Acting Responsibly)
5. Explain why accountability of all team members is important for success.	EI:021 Demonstrate responsible behavior (PQ)	LAP-EI-021 Make the Honor Role (Acting Responsibly)
6. Explain how personal accountability serves as a role model for other members of a team.	EI:132 Model ethical behavior (CS)	LAP-EI-132 Practice What You Preach (Modeling Ethical Behavior)
7. Describe how improving communication in the workplace counts toward transparency and accountability.	EI:129 Foster open, honest communication (SP)	LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication)
Competency B: Verbal & Nonverbal Communication	MBA Research Performance Indicators	LAPs
Tasks		
1. List examples of effective verbal communication skills.	CO:147 Explain the nature of effective verbal communications (PQ)	
2. Explain the importance of active listening.	CO:017 Demonstrate active listening skills (PQ)	LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)
3. Define open-ended questions.	CO:058 Ask relevant questions (PQ)	

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4. Emphasize the importance of speaking clearly and concisely.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
5. Describe how humor can enhance communication.		
6. Explain how open-ended questions gain greater insights.	CO:058 Ask relevant questions (PQ)	
7. Explain how asking for clarification can improve communication.	CO:058 Ask relevant questions (PQ)	
8. Define verbal communication.	CO:147 Explain the nature of effective verbal communications (PQ)	
9. List the steps for effective verbal communication (strong, confident speaking voice, active listening, avoid filler words).	CO:147 Explain the nature of effective verbal communications (PQ)	
10. List examples of nonverbal communication.	CO:059 Interpret others' nonverbal cues (PQ)	
11. Define nonverbal communication.	CO:059 Interpret others' nonverbal cues (PQ)	
12. Give examples of effective visual communication for different audiences.	CO:087 Select and use appropriate graphic aids (CS)	
13. Explain how to refine written communication skills (review written communications for accuracy, keep a file of writing you find effective or enjoyable).	CO:089 Edit and revise written work consistent with professional standards (CS)	
14. List and define forms of communication (verbal, written, nonverbal).	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
15. Describe types of nonverbal communication (proximity, body movements, posture, touch, facial expressions, eye contact).	CO:059 Interpret others' nonverbal cues (PQ)	
16. List reasons why eye contact is important.	CO:147 Explain the nature of effective verbal communications (PQ)	

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17. Explain the relationship between effective communication and self-confidence.	EI:023 Exhibit self-confidence (PQ)	
18. Define the benefits of self-confidence (improves problem-solving skills, improves company communication, overcomes workplace obstacles and challenges, improves overall work performance).	EI:023 Exhibit self-confidence (PQ)	
Competency C: Diverse Cultures	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the importance of communicating effectively with people from other cultures.	CR:019 Adapt communication to the cultural and social differences among clients (CS)	
2 Explain why it is important to learn about different cultures before meeting someone.	CR:019 Adapt communication to the cultural and social differences among clients (CS)	
3. Understand how cultures are impacted by hierarchies.	CR:019 Adapt communication to the cultural and social differences among clients (CS)	
4. Describe obstacles that must be overcome when communicating with individuals from other cultures.	CR:019 Adapt communication to the cultural and social differences among clients (CS)	
5. Explain the roles of respect and tolerance when communicating with people from other cultures	CR:019 Adapt communication to the cultural and social differences among clients (CS)	
6. Define high-context cultures (heavily nonverbal).	CR:019 Adapt communication to the cultural and social differences among clients (CS)	
7. Define low-context cultures (depend largely on words).	CR:019 Adapt communication to the cultural and social differences among clients (CS)	
8. Describe how eye contact, touch, gestures, physical distance, facial expressions, appearance, posture, paralanguage, and context impact cultural communication.	CR:019 Adapt communication to the cultural and social differences among clients (CS)	

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Competency D: Teamwork	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the use of teams in organizations.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
2. Explain the difference between a group and a team.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
3. Explain advantages and disadvantages of teamwork.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
4. Describe characteristics of effective teams and the role of leadership.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
5. Contrast characteristics of different teams (functional, cross-functional, self-managed).	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
6. Describe the difference between leader-centered and group-centered decision making.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
7. Explain the difference between individual and team decision making.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
8. Explain how successful teams build relationships that thrive.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
9. Explain how effective teamwork involves openly communicating ideas without the fear of outrage.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)

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10. Explain the importance of respecting team members' ideas for effective communication.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
11. Explain how effective teams create workplace satisfaction.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
12. Explain how effective teams increase employee engagement and foster a more productive and talented workforce.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
13. Describe how effective teams create a safe place for people to think creatively.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
Competency E: Collaboration	MBA Research Performance Indicators	LAPs
Tasks		
1. Define collaborative communication.	EI:130 Collaborate with others (SP)	LAP-EI-130 Genius Is a Team Sport (Collaborating With Others)
2. List skills that contribute to successful collaboration.	EI:130 Collaborate with others (SP)	LAP-EI-130 Genius Is a Team Sport (Collaborating With Others)
3. Explain how successful collaboration depends on the ability to get along with people, be able to listen, and be open-minded.	EI:130 Collaborate with others (SP)	LAP-EI-130 Genius Is a Team Sport (Collaborating With Others)
4. Describe how the roles of compromise, ability to see the big picture, and problem-solving abilities have a direct relationship to collaboration.	EI:130 Collaborate with others (SP)	LAP-EI-130 Genius Is a Team Sport (Collaborating With Others)
5. Explain the role of conflict negotiation for groups.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)

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6. List essential skills for successful collaborators and project managers.	EI:130 Collaborate with others (SP)	LAP-EI-130 Genius Is a Team Sport (Collaborating With Others)
7. Define brainstorming.		
8. Describe the need for commitment and enthusiasm for effective collaboration.	EI:130 Collaborate with others (SP)	LAP-EI-130 Genius Is a Team Sport (Collaborating With Others)
Competency F: Personal Appearance	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe how personal appearance affects communication.	PD:002 Maintain appropriate personal appearance (PQ)	LAP-PD-002 Look Good, Feel Good (Personal Appearance)
2. Explain how personal appearance is nonverbal communication.	PD:002 Maintain appropriate personal appearance (PQ)	LAP-PD-002 Look Good, Feel Good (Personal Appearance)
3. Explain why personal appearance is important in the workplace.	PD:002 Maintain appropriate personal appearance (PQ)	LAP-PD-002 Look Good, Feel Good (Personal Appearance)
4. Describe assumptions individuals make based upon a person's appearance.	PD:002 Maintain appropriate personal appearance (PQ)	LAP-PD-002 Look Good, Feel Good (Personal Appearance)
5. Describe the elements (choice of color, clothing, hairstyles, and other factors) of personal appearance.	PD:002 Maintain appropriate personal appearance (PQ)	LAP-PD-002 Look Good, Feel Good (Personal Appearance)
6. Describe how personal appearance provides the visual and video modes of human communication.	PD:002 Maintain appropriate personal appearance (PQ)	LAP-PD-002 Look Good, Feel Good (Personal Appearance)
7. Explain stereotyping based upon personal appearance.	PD:002 Maintain appropriate personal appearance (PQ)	LAP-PD-002 Look Good, Feel Good (Personal Appearance)

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Competency G: Decision Making	MBA Research Performance Indicators	LAPs
Tasks		
1. List the steps of the decision-making process (identify the decision, gather relevant information, identify alternatives, weigh the evidence, select an alternative).	PD:017 Make decisions (CS)	LAP-PD-017 Weigh Your Options (Decision-Making)
2. Identify the four stages of the decision-making process (intelligence, design, choice, implementing).	PD:017 Make decisions (CS)	LAP-PD-017 Weigh Your Options (Decision-Making)
3. Describe an autocratic leader.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
4. Describe a democratic leader	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
5. Describe how decisions are based upon past personal experiences.	PD:017 Make decisions (CS)	LAP-PD-017 Weigh Your Options (Decision-Making)
6. Explain why it is important to evaluate decisions.	PD:017 Make decisions (CS)	LAP-PD-017 Weigh Your Options (Decision-Making)
7. Explain how decisions are based upon precedent.	PD:017 Make decisions (CS)	LAP-PD-017 Weigh Your Options (Decision-Making)
Competency H: Values	MBA Research Performance Indicators	LAPs
Tasks		
1. Define values.	EI:126 Assess personal behavior and values (PQ)	LAP-EI-126 Assess Yourself (Assessing Your Personal Behavior and Values)
2. Explain how interpersonal communication is impacted by personal values.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)

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3. Explain how different values can result in a breakdown of communication.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
4. Explain the importance of respecting individuals who have different values.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
5. Explain the high value placed upon free speech.		
6. Understand that workplace teams will have individuals with differing values.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
Competency I: Positive Attitude	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the relationship between positive attitude and open communication.	EI:019 Exhibit a positive attitude (PQ)	LAP-EI-003 Opt for Optimism (Positive Attitude)
2. Explain how effective communication depends on the ability to read the attitudes of other persons or groups.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
3. Explain how attitude can affect business communication in both positive and negative ways.	EI:019 Exhibit a positive attitude (PQ)	LAP-EI-003 Opt for Optimism (Positive Attitude)
4. Define the four types of attitudes (passive, passive aggressive, aggressive, and assertive).	EI:019 Exhibit a positive attitude (PQ)	LAP-EI-003 Opt for Optimism (Positive Attitude)
5. Explain how your emotions and your awareness of others' emotions could improve your communication.	EI:001 Describe the nature of emotional intelligence (PQ)	LAP-EI-001 EQ and You (Emotional Intelligence)
6. Explain how pleasant, respectful, upbeat, attitudes throughout an office improve upward and downward communication, which increases morale, productivity, and sales.	EI:019 Exhibit a positive attitude (PQ)	LAP-EI-003 Opt for Optimism (Positive Attitude)

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Competency J: Time Management	MBA Research Performance Indicators	LAPs
Tasks		
1. Define time management.	PD:019 Use time-management skills (SP)	LAP-PD-019 About Time (Time Management)
2. Explain how time management involves setting priorities.	PD:019 Use time-management skills (SP)	LAP-PD-019 About Time (Time Management)
3. Describe how time management involves goal setting.	PD:019 Use time-management skills (SP)	LAP-PD-019 About Time (Time Management)
4. List time management skills (organization, prioritization, goal setting, communication, planning, delegation).	PD:019 Use time-management skills (SP)	LAP-PD-019 About Time (Time Management)
5. Define delegation of duties.	HR:386 Delegate work to others (SU)	
6. Describe time saving techniques.	PD:019 Use time-management skills (SP)	LAP-PD-019 About Time (Time Management)
7. Explain why it is important to evaluate project end results to improve time management.		
Competency K: Ethics	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the fundamentals of ethical communication.	EI:129 Foster open, honest communication (SP)	LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication)
2. Describe how interpersonal communication ethics are different from other forms of communication ethics.	EI:129 Foster open, honest communication (SP)	LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication)

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3. Explain how interpersonal communication is the ethical mandate to protect and promote the good of the relationship.	El:129 Foster open, honest communication (SP) El:037 Foster positive working relationships (CS)	LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication) LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
4. List the fundamentals of ethical communication (transparency, consideration of potential roadblocks, development of relationship).	El:129 Foster open, honest communication (SP)	LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication)
5. List the principles of ethical communication (truthful and honest, active listening, speaking non-judgmentally, speak from your own experience, consider the receiver's preferred communication channel).	El:129 Foster open, honest communication (SP) CO:017 Demonstrate active listening skills (PQ)	LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication) LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)
6. Explain how ethical communication strives to understand, avoids a negative tone, does not interrupt others, respects privacy and confidentiality, and accepts responsibility.	El:129 Foster open, honest communication (SP)	LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication)
7. List examples of businesses directly involved with ethical issues (medical, education, real estate).		

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Competency A: Personal Responsibility	MBA Research Performance Indicators	LAPs
Tasks		
1. Define personal responsibility and its relationship to leadership.	EI:075 Take responsibility for decisions and actions (PQ)	LAP-EI-075 It's Up to You (Taking Responsibility for Decisions and Actions)
2. List characteristics of leaders.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
3. Explain how leaders achieve desired results.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
4. Explain how leaders build stronger relationships with work team members.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
5. Describe how leaders create environments that cultivate high performing teams.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
6. Understand the relationship between individual responsibility, the choices made, and actions taken.	EI:075 Take responsibility for decisions and actions (PQ)	LAP-EI-075 It's Up to You (Taking Responsibility for Decisions and Actions)
7. Understand that past programming of the subconscious mind (habits and conditioning) impact current behavior.	EI:075 Take responsibility for decisions and actions (PQ)	LAP-EI-075 It's Up to You (Taking Responsibility for Decisions and Actions)
8. Identify change for current behaviors to improve performance.	EI:075 Take responsibility for decisions and actions (PQ)	LAP-EI-075 It's Up to You (Taking Responsibility for Decisions and Actions)
9. Explain how individuals use planning strategies to determine action to take.	EI:075 Take responsibility for decisions and actions (PQ)	LAP-EI-075 It's Up to You (Taking Responsibility for Decisions and Actions)

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10. Explain the importance of keeping commitments and the achievement of worthwhile results.	EI:075 Take responsibility for decisions and actions (PQ)	LAP-EI-075 It's Up to You (Taking Responsibility for Decisions and Actions)
11. Define accountability for taking action to achieve priority goals.	EI:075 Take responsibility for decisions and actions (PQ)	LAP-EI-075 It's Up to You (Taking Responsibility for Decisions and Actions)
Competency B: Self Awareness	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the relationship between leadership and self-awareness.	EI:001 Describe the nature of emotional intelligence (PQ)	LAP-EI-001 EQ and You (Emotional Intelligence)
2. Define self-awareness.	EI:001 Describe the nature of emotional intelligence (PQ)	LAP-EI-001 EQ and You (Emotional Intelligence)
3. Explain why an individual must have self-awareness as a leader.	EI:001 Describe the nature of emotional intelligence (PQ)	LAP-EI-001 EQ and You (Emotional Intelligence)
4. Explain the relationship between perception of others and self-awareness.	EI:001 Describe the nature of emotional intelligence (PQ)	LAP-EI-001 EQ and You (Emotional Intelligence)
5. Explain how self-awareness involves seeing oneself clearly and objectively through reflection and introspection.	EI:001 Describe the nature of emotional intelligence (PQ)	LAP-EI-001 EQ and You (Emotional Intelligence)
Competency C: Teamwork	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the use of teams in organizations.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
2. Explain the difference between a group and a team.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)

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3. Explain advantages and disadvantages of teamwork.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
4. Describe characteristics of effective teams and the role of leadership.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
5. Differentiate characteristics of different teams (functional, cross-functional, self-managed).	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
6. Describe the difference between leader-centered and group-centered decision making.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
7. Explain the difference between individual and team decision making.	EI:045 Participate as a team member (CS)	LAP-EI-045 Team Up (Participating as a Team Member)
Competency D: Collaboration	MBA Research Performance Indicators	LAPs
Tasks		
1. Define collaborative communication.	EI:130 Collaborate with others (SP)	LAP-EI-130 Genius Is a Team Sport (Collaborating With Others)
2. List skills that contribute to successful collaboration.	EI:130 Collaborate with others (SP)	LAP-EI-130 Genius Is a Team Sport (Collaborating With Others)
3. Explain how successful collaboration depends on the ability to get along with people, being able to listen, and being open-minded.	EI:130 Collaborate with others (SP)	LAP-EI-130 Genius Is a Team Sport (Collaborating With Others)
4. Describe the roles of compromise, ability to see the big picture, and problem-solving abilities, which have a direct relationship to collaboration.	EI:130 Collaborate with others (SP)	LAP-EI-130 Genius Is a Team Sport (Collaborating With Others)

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5. Explain the role of conflict negotiation for groups.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)
6. List essential skills for successful collaborators and project managers.	EI:130 Collaborate with others (SP)	LAP-EI-130 Genius Is a Team Sport (Collaborating With Others)
7. Define brain storming.		
8. Describe the need for commitment and enthusiasm for effective collaboration.	EI:130 Collaborate with others (SP)	LAP-EI-130 Genius Is a Team Sport (Collaborating With Others)
Competency E: Communicating Effectively	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain how successful leadership is based upon solid communication.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
2. Define the elements of the communication process (sender, receiver, message, feedback).	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
3. Explain common approaches to getting feedback on messages.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
4. Explain the power of nonverbal communication.	CO:059 Interpret others' nonverbal cues (PQ)	
5. Explain the role of conflict negotiation for groups.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)
6. Explain the importance of listening skills.	CO:017 Demonstrate active listening skills (PQ)	LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)

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Competency F: Motivating	MBA Research Performance Indicators	LAPs
Tasks		
1. Compare motivational leadership styles.	EI:059 Motivate team members (SP)	LAP-EI-059 Raise Them Up (Motivating Others)
2. Explain the difference between job-centered and employee-centered behavior.		
3. Explain the motivation process for leadership.	SM:080 Explain motivation theories and their applications (MN)	
4. Compare and contrast motivation theories.	SM:080 Explain motivation theories and their applications (MN)	
5. Define Maslow's Hierarchy of Needs Theory.	SM:080 Explain motivation theories and their applications (MN)	
6. Explain the need for individuals to balance professional and personal needs.	SM:080 Explain motivation theories and their applications (MN)	
7. Define the Equity Theory, Expectancy Theory, Reinforcement Theory, and Goal Setting Theory for motivation.	SM:080 Explain motivation theories and their applications (MN)	
Competency G: Conflict Resolution	MBA Research Performance Indicators	LAPs
Tasks		
1. Define conflict in the workplace.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)
2. Explain the importance of collaboration for team accomplishment.	EI:130 Collaborate with others (SP)	LAP-EI-130 Genius Is a Team Sport (Collaborating With Others)
3. Describe positive and negative conflict in the workplace.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)
4. Describe conflict management styles.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)

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5. Define conflict resolution and mediation.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)
6. List causes of conflict in the workplace.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)
7. Explain inter-group conflict.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)
8. Explain why managers must make decisions to ignore or do something about possible conflict in the workplace.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)
9. Explain the relationship between panic and conflict.	EI:015 Use conflict-resolution skills (CS)	LAP-EI-915 Stop the Madness (Conflict Resolution)
10. Explain why leaders entitle every person to have a 'bad day'.		
Competency H: Problem Solving	MBA Research Performance Indicators	LAPs
Tasks		
1. Identify the six stages of problem solving (problem definition, evaluation of the problem, generating alternatives, selecting a solution, implementation, and evaluation of the results).	PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)
2. List steps for problem solving (define, measure, analyze, improve, and control).	PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)
3. Explain why problem solving is important.	PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)
4. List examples of problem solving in the workplace.	PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)

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5. Describe underlying causes of problems in the workplace.	PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)
6. Explain why it is important to collect data for problem solving.	PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)
7. List underlying causes of problems in the workplace	PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)
8. Explain how standards or expectations not met create problems at the workplace.	PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)
Competency I: Empathy	MBA Research Performance Indicators	LAPs
Tasks		
1. Define empathy.	EI:030 Show empathy for others (PQ)	LAP-EI-030 Have a Heart (Showing Empathy for Others)
2. Explain how empathy improves communication.	EI:030 Show empathy for others (PQ)	LAP-EI-030 Have a Heart (Showing Empathy for Others)
3. Explain the relationship between empathy and stronger working relationships.	EI:030 Show empathy for others (PQ)	LAP-EI-030 Have a Heart (Showing Empathy for Others)
4. Explain how empathy promotes creative thinking.	EI:030 Show empathy for others (PQ)	LAP-EI-030 Have a Heart (Showing Empathy for Others)
5. Describe the relationship between empathy and active listening.	EI:030 Show empathy for others (PQ)	LAP-EI-030 Have a Heart (Showing Empathy for Others)

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6. Describe the relationship between empathy and personalized communication.	EI:030 Show empathy for others (PQ)	LAP-EI-030 Have a Heart (Showing Empathy for Others)
7. Describe why empathy is needed to consider others' perspectives.	EI:030 Show empathy for others (PQ)	LAP-EI-030 Have a Heart (Showing Empathy for Others)
Competency J: Flexibility	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain what flexibility in the workplace means.	EI:006 Demonstrate adaptability (CS)	LAP-EI-006 Go With the Flow (Demonstrating Adaptability)
2. Explain why employees need workplace flexibility for success.	EI:006 Demonstrate adaptability (CS)	LAP-EI-006 Go With the Flow (Demonstrating Adaptability)
3. Describe the relationship between workplace flexibility and productivity.	EI:006 Demonstrate adaptability (CS)	LAP-EI-006 Go With the Flow (Demonstrating Adaptability)
4. Describe how workplace flexibility strengthens working relationships.	EI:006 Demonstrate adaptability (CS)	LAP-EI-006 Go With the Flow (Demonstrating Adaptability)
5. Describe the relationship between flexibility and improved communication in the workplace.	EI:006 Demonstrate adaptability (CS)	LAP-EI-006 Go With the Flow (Demonstrating Adaptability)
6. Explain why active listening is needed in the workplace.	CO:017 Demonstrate active listening skills (PQ)	LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)
7. Explain the relationship between flexibility and personalized communication in the workplace.	EI:006 Demonstrate adaptability (CS)	LAP-EI-006 Go With the Flow (Demonstrating Adaptability)
9. Define the relationship between flexibility in the workplace and consideration of others' perspectives.	EI:136 Consider conflicting viewpoints (CS)	LAP-EI-136 Pick a Side (Considering Conflicting Viewpoints)
10. Explain the need for flexibility due to unforeseen circumstances (pandemic, weather disaster, etc.)	EI:006 Demonstrate adaptability (CS)	LAP-EI-006 Go With the Flow (Demonstrating Adaptability)

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Competency K: Creativity	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain why creativity in the workplace is important.	PD:012 Demonstrate appropriate creativity (SP)	LAP-PD-012 Imagine That (Demonstrating Creativity)
2. Outline strategies to increase creativity at the workplace.	PD:012 Demonstrate appropriate creativity (SP)	LAP-PD-012 Imagine That (Demonstrating Creativity)
3. Explain the relationship between creativity and critical thinking.	PD:012 Demonstrate appropriate creativity (SP)	LAP-PD-012 Imagine That (Demonstrating Creativity)
4. Explain how creativity is enhanced when collaborative thinking is encouraged.	PD:012 Demonstrate appropriate creativity (SP)	LAP-PD-012 Imagine That (Demonstrating Creativity)
5. Explain the need for employees to be involved in activities that clearly meet company mission and vision.		
6. List steps to increase creativity in the workplace (hire the right people, implement flexible work hours, provide space for critical thinking, act on good ideas, reward creativity).	PD:012 Demonstrate appropriate creativity (SP)	LAP-PD-012 Imagine That (Demonstrating Creativity)
7. Describe rewards for creativity in the workplace.	PD:012 Demonstrate appropriate creativity (SP)	LAP-PD-012 Imagine That (Demonstrating Creativity)

Competency L: Embracing Risk	MBA Research Performance Indicators	LAPs
Tasks		
1. Define risk assessment.	EI:091 Assess risks of personal decisions (PQ)	LAP-EI-091 Worth the Risk (Assessing Risks of Personal Decisions)
2. Match team members who want to succeed and meet challenges.	EI:044 Encourage team building (SU)	
3. Identify open opportunities to embrace risk.	EI:091 Assess risks of personal decisions (PQ)	LAP-EI-091 Worth the Risk (Assessing Risks of Personal Decisions)
4. Understand that embracing risk can result in failure	EI:091 Assess risks of personal decisions (PQ)	LAP-EI-091 Worth the Risk (Assessing Risks of Personal Decisions)
5. Explain how embracing risk is a key to business success.	SM:075 Explain the nature of risk management (SP)	LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management)
6. Describe how entrepreneurs are willing to take risks.	SM:075 Explain the nature of risk management (SP)	LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management)
7. Explain how the culture of failure can be good for future success.		
8. Explain how successful individuals seek and prepare for change.	EI:026 Adjust to change (PQ)	

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Competency M: Innovation	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain how to increase innovation in the workplace through leadership.	PD:126 Explain the need for innovation skills (CS)	LAP-PD-126 Ideas in Action (Innovation Skills)
2. Define brainstorming and its relationship to innovation.	PD:126 Explain the need for innovation skills (CS)	LAP-PD-126 Ideas in Action (Innovation Skills)
3. Describe rewards for innovation in the workplace	PD:126 Explain the need for innovation skills (CS)	LAP-PD-126 Ideas in Action (Innovation Skills)
4. List the benefits of innovation in the workplace	PD:126 Explain the need for innovation skills (CS)	LAP-PD-126 Ideas in Action (Innovation Skills)
5. Explain the need to tolerate mistakes when encouraging innovation.	PD:126 Explain the need for innovation skills (CS)	LAP-PD-126 Ideas in Action (Innovation Skills)