North Dakota Business Education

Content Standards

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The Board policy does not advocate, permit, nor practice discrimination on the basis of sex, race, color, national origin, religion, age, or disability as required by various state and federal laws. Equal education opportunity is a priority of the North Dakota State Board for Career and Technical Education.

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Career and Technical Education Standards Introduction

Mission
The mission of the State Board for Career and Technical Education (CTE) is to work with others to provide all North Dakota citizens with the technical skills, knowledge, and attitudes necessary for successful performance in a globally competitive workplace.

Vision
The State Board for Career and Technical Education (CTE) is committed to providing career awareness, work readiness skills, occupational preparation, and retraining of workers throughout the state. Career and technical education will span all educational levels, providing youth with exploration opportunities and the foundation skills needed to enter the world of work while providing adults with skills needed to enter, re-enter, or advance in the workforce.

Goal
North Dakota Career and Technical Education's goal is to create a competitive and knowledgeable work force.   This is accomplished through a variety of educational program areas that are organized to prepare students for careers in their chosen fields, to take leadership roles, and balance their multiple roles in life. CTE programs prepare students with the knowledge and skills to make informed career choices, to integrate and apply academic concepts, to prepare for successful participation in a global society, and to engage in lifelong learning.

Standards Development Process
Standards development is a multi-phase process. Existing and/or industry standards are the basis for the North Dakota Program Standards.   A team of expert secondary and postsecondary teachers, business and industry representatives, and the state program supervisor draft the standards document. Once the document is finalized, the State Board for Career and Technical Education approves and adopts the standards.

Course Frameworks are also developed by the writing team. A framework includes a brief overview of the course content, topical units of study, and identifies the standards recommended for inclusion within the course.   The frameworks are tailored to prepare young people for the opportunities in North Dakota. School Districts will use the frameworks as a guide for developing curriculum that reflects local needs.

Key Principles of Career and Technical Education

We believe that Career Technical Education:

1. **Draws its curricula, standards, and organizing principles from the workplace.**
   The workplace provides the context, objectives, and organizing constructs for instruction and assessment. The workplace also defines the standards of performance necessary, including those required for academic, technical, and employability skills.

2. **Is a critical and integral component of the total educational system, offering career-oriented benefits for all students.**
   CTE classes offer educational benefits to students pursuing careers requiring specific technical skills as well as providing a strong foundation for those pursuing a traditional four-year (or more) degree.

3. **Is a critical and integral component of the workforce development system, providing the essential foundation for a thriving economy.**
   Preparation of a well-prepared, qualified workforce requires solid academics, good work ethics, and specific technical skills as well as the ability to communicate, work with others, solve problems, and use information.   CTE contributes directly to this   preparation by providing a curriculum tied to specific workplace requirements.

4. **Maintains high levels of excellence supported through identification of academic and workplace standards, measurement of performance (accountability), and high expectations for participant success.**
   Career Technical Education is committed to continuous improvement, attention to industry certification, and the development of highly qualified teachers.

5. **Is robust and flexible enough to respond to the needs of the multiple educational environments, customers, and levels of specialization.**
   CTE involves a large and complex delivery system that (1) integrates career exploration, (2) provides effective tools for organizing all curricula, (3) facilitates the teaching and use of technology, (4) is integrated into the total learning experience, (5) enhances the learning of academic subjects, (6) teaches broad occupational skills, (7) includes all aspects of the industry, (8) teaches how to balance family and work responsibilities, (9) provides job-specific training, (10) is offered at multiple levels of the educational continuum, and (11) is delivered through a variety of educational environments.

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Standard 1	*ACCOUNTING*

THE ACCOUNTING PROFESSION

Topic 1.1	Explain the role that accountants play in business and society.	
	Student Competencies	
	1.1.1	Describe the current and historical regulatory environment of the accounting profession.
	1.1.2	Identify the major policy-setting bodies in the accounting profession and explain their role.
	1.1.3	Explain how current events impact the accounting profession.
	1.1.4	Explain how the rapid advances in technology continue to impact the accounting profession.
	1.1.5	Explain the need for a code of ethics in accounting and the ethical responsibilities required of accountants.
	1.1.6	Explain how accounting information is used to allocate resources in the business and personal decision-making process.
Topic 1.2	Explain career opportunities in the accounting profession.	
	Student Competencies	
	1.2.1	State and explain the role, service, or mission of student and professional accounting organizations and associations.
	1.2.2	State and explain the professional designations and certifications in the accounting profession.
	1.2.3	Explain the educational requirements for various careers, professional designations, and certifications in the accounting profession.
	1.2.4	Explain why accounting firms are shifting their hiring models to focus more on technology skills and nonaccountants.
	1.2.5	Explain the skills and competencies needed to succeed in the accounting profession and how those required skills and competencies are evolving with the rapid advances in technology.
	1.2.6	Explain the areas of specialization within the accounting profession and careers that require a knowledge of accounting.
Topic 1.3	Demonstrate the business and professional skills and competencies required to succeed in the accounting profession and/or in an accounting-related career.	
	Student Competencies	
	1.3.1	Deliver a speech and make a presentation.
	1.3.2	Perform research and communicate in writing the results of the research.
	1.3.3	Demonstrate ethical decision-making skills and conduct in a business scenario.
	1.3.4	Apply analytical and critical decision-making skills.
	1.3.5	Use information technology productively.
	1.3.6	Exhibit leadership skills.
	1.3.7	Demonstrate the ability to work within a team.

	1.3.8	Demonstrate the ability to draft properly written communication based on the task (e.g., e-mail, memorandum, analytics, process document).

FINANCIAL REPORTS

Topic 1.4	Use an annual report and financial statements to make informed business decisions.	
	Student Competencies	
	1.4.1	State the sources for obtaining financial reports.
	1.4.2	Describe the users and explain the uses of financial information.
	1.4.3	Identify the sections in an annual report and explain the purpose of each.
	1.4.4	Explain the role of management and the auditor in preparing and issuing an annual report.
	1.4.5	State and explain the types of audit opinions.
	1.4.6	Explain the role of accounting and regulatory organizations in relation to financial reports.
	1.4.7	State and explain the information provided in each financial statement and how the statements articulate with each other.
	1.4.8	Explain the relationship between assets, liabilities, and equity on the balance sheet.
	1.4.9	State and explain the classifications within assets, liabilities, and equity.
	1.4.10	State and explain the different formats of an income statement.
	1.4.11	State the classifications in an income statement and explain their relationship to each other (e.g., revenue, expenses, gains, losses).
	1.4.12	Explain changes in the ownership structure using the statement of equity.
	1.4.13	Explain how and why the conceptual framework of accounting and generally accepted accounting principles provide guidance and structure for preparing financial statements.
	1.4.14	State and explain the different forms of business ownership and the advantages and disadvantages of each form.
	1.4.15	Explain how the different forms of business ownership are reported in the financial statements.
	1.4.16	State and explain the different types of business operations.
	1.4.17	Explain how the different types of business operations are reflected in the financial statements.
	1.4.18	State and explain the business activities reported in a statement of cash flow (e.g., operating, investing, financing).
	1.4.19	Define other comprehensive income (loss) and explain its relationship to operating results.
	1.4.20	Explain how disclosure requirements impact financial reporting.

FINANCIAL ANALYSIS

Topic 1.5	Assess the financial condition and operating results of a company and analyze and interpret financial statements and information to make informed business decisions.	
	Student Competencies	
	1.5.1	Discuss the information that can be obtained from analyzing financial statements.
	1.5.2	Recognize the primary areas of analysis (e.g., trend analysis, profitability, liquidity, capital structure) and explain the information that can be obtained from each type of analysis.
	1.5.3	Perform a horizontal and vertical analysis of the income statement and balance sheet.

	1.5.4	Assess profitability by calculating and interpreting financial ratios (e.g., gross profit margin, operating profit margin, net profit margin, return on assets, return on operating assets, sales turnover).
	1.5.5	Assess liquidity and solvency by calculating and interpreting financial ratios (e.g., working capital, current ratio, quick ratio, cash ratio, inventory turnover, accounts receivable turnover, operating cycle).
	1.5.6	Compare and contrast debt and equity financing and explain the impact on the financial statements.
	1.5.7	Assess capital structure by calculating and interpreting financial ratios (e.g., debt ratio, long-term debt ratio, debt-to-equity ratio, Times-Interest-Earned ratio).
	1.5.8	Research industry averages and explain their use in assessing the financial condition, operating results, profitability, liquidity, and capital structure.
	1.5.9	Use current technology, research tools, financial/business or data analytic software to conduct financial analysis.
	1.5.10	State and explain common methods for manipulating financial statements and financial ratios.
	1.5.11	Explain the ethical and legal implications resulting from the manipulation of financial statements and financial ratios.
	1.5.12	Use the statement of cash flow to analyze business activities (e.g., operating, investing, financing).
	1.5.13	Analyze cash flow from operating activities to assess profitability and liquidity.

ACCOUNTING PRINCIPLES

Topic 1.6		**State and explain generally accepted accounting principles (GAAP) and explain how applying GAAP impacts the recording of financial transactions and the preparation of financial statements.**

Student Competencies

CONCEPTUAL FRAMEWORK FOR FINANCIAL REPORTING

	1.6.1	Explain the conceptual framework of accounting and GAAP and assumptions.
	1.6.2	Discuss U.S. GAAP and International Financial Reporting Standards (IFRS) and explain the role of the Financial Accounting Standards Board (FASB), Securities and Exchange Commission (SEC), and International Accounting Standards Board (IASB).
	1.6.3	Explain the key differences between U.S. GAAP and IFRS.
	1.6.4	Define assets, liabilities, equity, revenue, expenses, gains, and losses.
	1.6.5	Distinguish between the accrual basis of accounting and the cash basis of accounting and discuss the impact each has on the financial statements.

ASSETS

	1.6.6	Explain the accounting methods used to determine the value of accounts receivable to be reported on the balance sheet and describe the effect on the income statement.
	1.6.7	Record transactions for accounts receivable, including uncollectible accounts, write-offs, and recoveries.
	1.6.8	Explain the difference between the periodic and perpetual inventory methods.
	1.6.9	Determine the cost of inventory for merchandising and manufacturing businesses and apply appropriate valuation methods.
	1.6.10	State and explain the cost flow assumptions for inventory and explain the impact on the balance sheet and income statement.

1.6.11	Explain the criteria used to distinguish between capital expenditures (recording an asset) and revenue expenditures (recording an expense).
1.6.12	Determine the costs of property, plant and equipment, natural resources, and intangible assets.
1.6.13	Explain the purpose of cost allocation.
1.6.14	Calculate and record depreciation, depletion, and amortization expense and explain the impact on the financial statements.
1.6.15	Determine the impact on the financial statements when assets are sold, disposed of, or rendered obsolete.

LIABILITIES

1.6.16	Record transactions for accounts payable and other short-term debt.
1.6.17	Record transactions for long-term debt instruments.
1.6.18	Determine the initial valuation of long-term debt instruments and their impact on the financial statements.
1.6.19	Explain why businesses issue bonds and why they are issued at a discount or premium.
1.6.20	Calculate the cost of borrowed funds and determine the impact on the financial statements.
1.6.21	Record bond-related transactions, including issuance, payment of interest, and retirement of bonds.

EQUITY

1.6.22	Explain how operating results, capital contributions, and distribution of earnings affect equity for the various ownership structures.
1.6.23	State the different classes of stock and explain the rights afforded each class of stock.
1.6.24	Explain how classes of stock can be converted into other classes and how to account for the conversion.
1.6.25	Record equity-related transactions.
1.6.26	Differentiate between a cash dividend and a stock dividend and explain the impact on the financial statements.
1.6.27	Explain how the acquisition and sale of a company's own stock (treasury stock) impacts the financial statements.
1.6.28	Explain a stock split and the impact on equity.
1.6.29	Explain how other comprehensive income/(loss) affects equity.

REVENUE

1.6.30	Explain the criteria used to determine revenue recognition.
1.6.31	Determine the amount of revenue earned and the proper period.
1.6.32	Record revenue-related transactions, including unearned portions of revenue.

EXPENSE

1.6.33	Explain the criteria used to determine expense recognition.
1.6.34	Record expense-related transactions.

GAINS AND LOSSES

1.6.35	Distinguish between revenue and gains.
1.6.36	Distinguish between expenses and losses.
1.6.37	Record transactions resulting in gains and losses.

OTHER COMPREHENSIVE INCOME/(LOSS)

1.6.38	Distinguish between revenue, gains, and other comprehensive income.

	1.6.39	Distinguish between expenses, losses, and other comprehensive losses.
	1.6.40	Record transactions resulting in other comprehensive income or loss.

ACCOUNTING PROCESS

Topic 1.7	**Complete the steps in the accounting cycle to prepare financial statements.**

Student Competencies

	1.7.1	Explain the purpose of the accounting system.
	1.7.2	Explain the purpose of journals and ledgers and their relationship.
	1.7.3	Explain the impact of technology on the accounting process.
	1.7.4	State and explain the advantages and disadvantages of different types of accounting systems.
	1.7.5	Differentiate between accounting and bookkeeping.
	1.7.6	Explain and analyze how business transactions impact the accounting equation.
	1.7.7	Apply the double-entry system of accounting to record business transactions and prepare a trial balance.
	1.7.8	Explain the need for adjusting entries and record adjusting entries.
	1.7.9	Explain the purposes of the closing process and record closing entries.
	1.7.10	Prepare the financial statements for the different types of business operations and ownership structures.
	1.7.11	Explain the relationship between the closing process, the financial statements, and the post-closing trial balance.
	1.7.12	Use ledgers and financial statements to determine the business transactions that occurred and to trace back to source documents.

INTERPRETATION AND USE OF DATA

Topic 1.8	**Use planning and control principles to evaluate the organization's performance and apply differential analysis and present-value concepts to make informed business decisions.**

Student Competencies

	PLANNING AND CONTROL	
	1.8.1	State and explain internal control procedures used to safeguard assets and ensure the integrity of the accounting information system.
	1.8.2	State and explain the most effective way to test internal controls.
	1.8.3	Explain how to apply appropriate information technology to the accounting system.
	1.8.4	Explain how to use activity-based costing in the planning process.
	1.8.5	Explain and compare the behavior of fixed, variable, and mixed costs.
	1.8.6	Apply cost-volume- profit and contribution margin analysis in planning operations.
	DECISION MAKING	
	1.8.7	Explain how accounting information facilitates management decision-making.
	1.8.8	Apply differential analysis to make the following types of decisions: make or buy a product; lease or buy an asset; discontinue a department, plant, or product; offer discounted prices on special orders; replace or repair equipment.
	1.8.9	Apply present-value concepts to evaluate capital investment opportunities.

COMPLIANCE		
Topic 1.9		*PERSONAL FINANCE*---**Explain the individual income tax procedures and requirements to comply with tax laws and regulations.**
Student Competencies		
	1.9.1	Explain the history and purpose of tax law in the United States and the process by which tax laws are created.
	1.9.2	Explain the composition of taxable income and calculate individual income tax.
	1.9.3	Complete individual income tax forms.
	1.9.4	Identify, discuss, and apply strategies for minimizing taxable income.
	1.9.5	Distinguish between tax avoidance and tax evasion.
Topic 1.10		*PAYROLL*---**Apply appropriate accounting practices to payroll.**
Student Competencies		
	1.10.1	Explain the employer's responsibility in reporting payroll records through federal tax forms.
	1.10.2	Explain common methods of paying compensation (e.g., hourly, salary, commission, independent contractor) and the financial and tax implications of each.
	1.10.3	Calculate net pay and the employer's payroll taxes.
	1.10.4	Prepare payroll reports.
	1.10.5	Record payroll-related transactions (e.g., payroll payment, accrued payroll, payroll taxes).

Standard 2	*BUSINESS LAW*

BASICS OF THE LAW	
Topic 2.1	**Analyze the relationship between ethics and the law and describe the law's sources, the structure of the court system, different classifications of procedural law, and different classifications of substantive law.**

	Student Competencies	
THE LAW, ETHICS, AND SOCIAL RESPONSIBILITY		
2.1.1	Explain the relationship between law and ethics.	
2.1.2	Describe the role of values in constructing an ethical code and a legal system.	
2.1.3	Distinguish unethical from illegal conduct.	
2.1.4	Identify the consequences of unethical and illegal conduct.	
2.1.5	Identify factors that contribute to developing ethical and legal lifestyles.	
2.1.6	List the four main sources of the law.	
2.1.7	Demonstrate the need for social responsibility.	
SOURCES OF THE LAW		
2.1.8	Explain the purpose of a constitution.	
2.1.9	Describe the branches of the federal government as presented in the U.S. Constitution.	
2.1.10	Define statutory law.	
2.1.11	Identify the purposes of statutory law.	
2.1.12	Explain the role and function of uniform laws in the legal system.	
2.1.13	Explain the role of the Uniform Law Commission.	
2.1.14	Describe how a bill becomes a federal law.	
2.1.15	Define regulations and explain how administrative agencies create regulations.	
2.1.16	Describe the goals of the Regulatory Flexibility Act.	
2.1.17	Explain the roles of the local, state, and federal governments.	
2.1.18	Describe the powers of the federal and state governments as stated in the U.S. Constitution.	
2.1.19	Identify the basic freedoms guaranteed by the Bill of Rights.	
2.1.20	Describe several key constitutional amendments beyond the Bill of Rights.	
2.1.21	Compare and contrast the U.S. Constitution with state, territorial, and provincial constitutions.	
2.1.22	Explain how courts make law using precedent and the role of stare decisis.	
2.1.23	Explain how to read case, statutory, and regulatory citations.	
2.1.24	Define binding precedent.	
2.1.25	Define persuasive precedent.	
2.1.26	Contrast binding and persuasive precedent.	
2.1.27	Describe how to properly brief a court decision.	

	STRUCTURE OF THE COURTS	
	2.1.28	Describe the basic structure of the national and state, territorial, and provincial court systems.
	2.1.29	Distinguish between the roles of legal professionals (e.g., judges, lawyers, and paralegals).
	2.1.30	Differentiate among cases that belong in the federal system and those that belong in the state systems in the United States.
	2.1.31	Differentiate among cases that belong in the federal system and those that belong in the territorial and provincial systems in Canada.
	2.1.32	Explain the role of the appellate court in the federal and state systems in the United States.
	2.1.33	Explain the role of the appellate court in the territorial and provincial systems in Canada.
	2.1.34	Explain the role of the trial court in the federal system and state systems in the United States.
	2.1.35	Explain the role of the trial court in the federal system and in the territorial and provincial systems in Canada.
	2.1.36	Explain the role of the U.S. Supreme Court and the role of the Supreme Court of Canada.
	2.1.37	Explain the role of the U.S. state supreme courts.
	2.1.38	Compare the role of the juvenile court with other courts in the United States.
	PROCEDURAL LAW	
	2.1.39	Define procedural law.
	2.1.40	Define substantive law.
	2.1.41	Understand the function of procedural law.
	2.1.42	Distinguish between procedural law and substantive law.
	2.1.43	Define litigation.
	2.1.44	Explain the movement to mediate juvenile cases outside of the traditional court systems.
	2.1.45	Explain how jurors are selected in criminal and civil trials.
	2.1.46	Explain why jury duty is a civic responsibility.
	2.1.47	List and explain the steps in criminal and civil trials.
	2.1.48	Describe the appellate process in criminal and civil cases.
	2.1.49	Describe the purpose of the statute of limitations.
	ALTERNATE DISPUTE RESOLUTION	
	2.1.50	Identify the different types of alternate dispute resolution (ADR).
	2.1.51	Explain the advantages and disadvantages of arbitration, mediation, summary trials, summary jury trials, early neutral evaluation, and conciliation.
	CRIMINAL LAW	
	2.1.52	Differentiate among categories of crime (e.g., treason, felony, and misdemeanor).
	2.1.53	Describe different types of business crime (e.g., fraud, arson, forgery, and embezzlement).
	2.1.54	Explain the concept of white-collar crime and provide examples.
	2.1.55	Determine several defenses to criminal acts (e.g., insanity defense and self-defense).
	TORT LAW	
	2.1.56	Distinguish between civil and criminal law.

	2.1.57	Identify different civil law areas that impact businesses (e.g., tort, contract, and property law).
	2.1.58	Distinguish between a tort and a crime.
	2.1.59	Differentiate among and give examples of negligence, strict liability, and intentional torts.
	2.1.60	Explain how freedom of the press is legally compatible with defamation.
	2.1.61	Explain the rights to privacy.
	2.1.62	Explain the concepts of the reasonable person test and proximate cause.
	2.1.63	Define "negligence per se" and give examples of circumstances under which it applies.
	2.1.64	Explain "res ipsa loquitur" and its relation to negligence.
	2.1.65	Discuss the defenses that are available in a negligence case.
	2.1.66	Distinguish between the burden of proof needed in criminal cases and tort law cases.
	2.1.67	Contrast the penalties available in criminal law with the remedies available in tort law.
CONTRACT LAW, LAW OF SALES, AND CONSUMER LAW		
Topic 2.2	**Analyze the relationships between contract law, law of sales, and consumer law.**	
Student Competencies		
	CONTRACT LAW	
	2.2.1	List the elements required to create a contract.
	2.2.2	Explain the rehabilitation principle in contract law.
	2.2.3	Explain the development of the law merchant and its merger with common law.
	2.2.4	Differentiate among contractual characteristics (e.g., bilateral and unilateral, express and implied, and oral and written).
	2.2.5	Explain how offer and acceptance can create contractual rights and duties.
	2.2.6	Define counteroffer and describe the effects of a counteroffer in various contractual situations.
	2.2.7	Determine when an agreement is definite enough to be enforced as a contract.
	2.2.8	Differentiate between the ways that mutual assent can be undermined.
	2.2.9	Define and distinguish between different types of consideration.
	2.2.10	Explain how contract law deals with cryptocurrency.
	2.2.11	Explain a minor's right to avoid a contract.
	2.2.12	Identify categories of people who lack contractual capacity.
	2.2.13	Describe the concept of unconscionability and compare it to illegality.
	2.2.14	Explain the effects of an illegal contract.
	2.2.15	Identify when noncompete agreements are legal.
	2.2.16	List the essential information that should be included in writing under the statute of frauds.
	2.2.17	Identify problems created when contracts are negotiated and entered into using the Internet.
	2.2.18	Explain how the statute of frauds deals with electronic signatures.
	2.2.19	Describe the various rules applied to the interpretation of contracts.
	2.2.20	Explain the various rules applied to contracts involving third parties.
	2.2.21	List the ways a contract can be discharged.

	2.2.22	Describe breach of contract.
	2.2.23	Describe the remedies available when a contract is breached.
	2.2.24	Discuss the impact of the laws of sample countries other than the United States and Canada on contractual transactions.
LAW OF SALES		
	2.2.25	Define goods.
	2.2.26	Distinguish goods from services and real property.
	2.2.27	Identify the source of law that applies to contracts for goods, services, and real property.
	2.2.28	Explain when to apply the Uniform Commercial Code (UCC).
	2.2.29	Recognize the principal differences between the UCC and the United Nations Convention on Contracts for International Sale of Goods.
	2.2.30	Give examples of special rules that apply to sales contracts that do not apply to other contracts.
	2.2.31	Clarify when sales contracts must be written.
	2.2.32	Determine whether a particular written contract meets the requirements for writing under the UCC.
	2.2.33	Contrast an auction with reserve to an auction without reserve.
	2.2.34	Describe the Uniform Computer Information Transactions Act, the Uniform Electronic Transactions Act, the Electronic Signatures in Global and National Commerce Act, and the Millennium Digital Commerce Act.
	2.2.35	Discuss the issue of taxation and cybercommerce.
CONSUMER LAW		
	2.2.36	Identify and state the purpose of legislation that regulates consumer credit and electronic credit transactions (e.g., Fair Credit Reporting Act, Fair Credit Billing Act, Equal Credit Opportunity Act, Fair Credit Collection Practices Act, and Consumer Credit Protection Act).
	2.2.37	Discuss consumer protection legislation at the state and federal levels.
	2.2.38	Define the term "unfair business practice".
	2.2.39	Define the term "false and misleading advertising".
	2.2.40	Describe the consequences of violating consumer statutes.
	2.2.41	Discuss the difference between unsafe products and dangerous products.
	2.2.42	Explain the purpose of the Consumer Product Safety Act.
	2.2.43	Explain the interplay of tort law with the Consumer Product Safety Act.
	2.2.44	Explain the main provisions of the Military Lending Act.
	2.2.45	Explain the purpose and operation of the Consumer Finance and Protection Bureau.

AGENCY AND EMPLOYMENT

Topic 2.3	**Analyze the role and importance of agency law and employment law related to the conduct of business in the national and international marketplaces.**

Student Competencies

AGENCY LAW		
	2.3.1	Define agency.

2.3.2	Demonstrate an understanding of agency.
2.3.3	List the ways agency relationships may be created.
2.3.4	Distinguish among agents, independent contractors, brokers, bailees, and trustees.
2.3.5	Distinguish among a general power of attorney, a durable power of attorney, and a limited power of attorney.
2.3.6	Explain the different types of agents.
2.3.7	Explain the different types of principals.
2.3.8	Define ratification.
2.3.9	Explain vicarious liability.
2.3.10	Explain the relationship of the Statute of Frauds to the Equal Dignities Rules.
EMPLOYMENT LAW	
2.3.11	Explain the doctrine of employment-at-will.
2.3.12	Describe the wrongful discharge exceptions to employment-at-will, including implied contract, promissory estoppel, and public policy tort.
2.3.13	Explain the employment doctrine of implied covenant.
2.3.14	Explain the relationship to Title VII of the Civil Rights Act to employment.
2.3.15	Explain the powers and the operation of the Equal Employment Opportunity Commission (EEOC).
2.3.16	Explain the difference between disparate treatment and disparate impact in discrimination cases.
2.3.17	Explain the EEOC's and the Supreme Court's current positions on LGBTQ employment rights.
2.3.18	Determine what questions can and cannot be asked during an employment interview.
2.3.19	Describe the employer's responsibilities to verify an employee's citizenship status in the United States.
2.3.20	Describe an employer's right to free speech in the workplace.
2.3.21	Describe the elements needed in a social media policy.
2.3.22	Explain what constitutes sexual harassment in the workplace.
2.3.23	Demonstrate an understanding of the basis on which employees or applicants may be asked to take tests (e.g., aptitude, psychological, polygraph, and drug test).
2.3.24	Identify legislation that regulates employee rights (e.g., Americans with Disabilities Act, Age Discrimination in Employment Act, Family and Medical Leave Act, the Uniformed Services Employment and Reemployment Rights Act, Older Workers Benefit Protection Act, the Genetic Information Nondiscrimination Act, and the Working Families Flexibility Act).
2.3.25	Identify legislation that regulates employment conditions (e.g., Fair Labor Standards Act, Immigration Reform and Control Act, Employment Retirement Income Security Act, and Occupational Safety and Health Act).
2.3.26	Identify legislation that guarantees worker benefits (e.g., unemployment insurance, pension protection, workers' compensation, and Social Security legislation).
2.3.27	Describe the collective bargaining process.
2.3.28	Identify legislation that regulates union activities (e.g., National Labor Relations Act, Taft-Hartley Act, Landrum-Griffin Act, and the Worker Adjustment and Retraining Notification Act).

		BUSINESS ORGANIZATIONS
Topic 2.4		**Describe the major types of business organizations, including sole proprietorships, partnerships, corporations, and limited liability companies, and operating within the socioeconomic arena of the national and international marketplace.**
		Student Competencies
		SOLE PROPRIETORSHIPS AND PARTNERSHIPS
	2.4.1	Define sole proprietorship.
	2.4.2	Define partnership.
	2.4.3	Describe the powers and duties of partners.
	2.4.4	Distinguish between the different types of partners (e.g., silent, dormant, and secret).
	2.4.5	Explain the legal procedures for forming and running a sole proprietorship.
	2.4.6	Describe the Uniform Partnership Act (UPA) and/or the Revised Uniform Partnership Act (RUPA).
	2.4.7	Explain property rights under the UPA and/or the RUPA.
	2.4.8	Describe the process of ending a partnership under the UPA and/or the RUPA.
	2.4.9	Explain the difference between the disassociation and the dissolution of a partnership.
	2.4.10	Distinguish between a limited partnership and a general partnership.
	2.4.11	Describe how the RUPA affects limited partnerships.
	2.4.12	Explain the rights and duties of limited partners and general partners in a limited partnership.
	2.4.13	Explain the distribution of assets after the dissolution of a limited partnership.
	2.4.14	Differentiate among other partnership-type business organizations (e.g., joint ventures, limited partnership associations, registered partnerships having limited liability, and private religiously-based businesses).
		CORPORATIONS
	2.4.15	Explain why a corporation is a legal entity.
	2.4.16	Differentiate between types of corporations (e.g., profit, nonprofit, professional, domestic, foreign, and alien)
	2.4.17	Explain what it means to say that a corporation is a legal person.
	2.4.18	Explain how the concept of the corporation as a legal person has been altered by the U.S. Supreme Court.
	2.4.19	Explain the steps involved in forming a corporation.
	2.4.20	Explain why so many corporations have been incorporated within the state of Delaware.
	2.4.21	Explain when the courts may disregard the corporate entity and "pierce the corporate veil".
	2.4.22	Describe the board of directors' functions and officers of a corporation.
	2.4.23	Differentiate between common and preferred stock.
	2.4.24	Identify shareholder rights within the current corporate climate.
	2.4.25	Identify stakeholder rights within the current corporate climate.
	2.4.26	Discuss the environmental-social-governance movement in support of stakeholder control.
	2.4.27	Explain the nature of the shareholders' liability.
	2.4.28	Describe when promoters, directors, and officers are liable to the corporation, shareholders, and third persons.
	2.4.29	Describe how shareholders can increase corporate voting control.
	2.4.30	Explain the role of the Business Judgment Rule in determining corporate director liability.

	2.4.31	Differentiate between direct and derivative shareholder lawsuits.
	2.4.32	Explain the effect of the Antitrust Improvement Act on American companies involved in foreign markets.
	2.4.33	Describe the ways a corporation can be terminated.
	LIMITED LIABILITY COMPANIES	
	2.4.34	Define a limited liability company.
	2.4.35	Explain the steps in forming a limited liability company.
	2.4.36	Explain the advantages and disadvantages of doing business as a limited liability company.
	2.4.37	Explain the nature of management responsibilities in a limited liability company.
	2.4.38	Describe the effects of the tax code on limited liability companies.

PROPERTY LAW

Topic 2.5	**Explain the legal rules that apply to personal property, real property, and intellectual property.**

Student Competencies

	PERSONAL PROPERTY	
	2.5.1	Compare and contrast real property, personal property, and fixtures.
	2.5.2	Give examples of tangible and intangible personal property.
	2.5.3	List different methods by which acquiring property.
	2.5.4	Identify the requirements of a completed gift.
	2.5.5	Identify the forms of personal property co-ownership.
	2.5.6	Explain the standard of care that different bailees must exercise over bailed property.
	2.5.7	Identify the extraordinary obligations of innkeepers, common carriers, and warehouses.
	REAL PROPERTY	
	2.5.8	Distinguish among liens, licenses, and easements.
	2.5.9	List the major estates in real property.
	2.5.10	Describe the major features of each major estate in real property.
	2.5.11	Explain riparian rights, air rights, and subsurface rights.
	2.5.12	List and describe the forms of co-ownership of real property.
	2.5.13	Explain the method of transferring title (deeding) to real property.
	2.5.14	Describe the kinds of rental relationships that landlords and tenants may create.
	2.5.15	Explain the rights and obligations of landlords and tenants on the termination of a lease.
	INTELLECTUAL PROPERTY	
	2.5.16	Identify the types of intellectual property (e.g., trademark, tradename, trade dress, copyright, patent, trade secret).
	2.5.17	Describe how each type of intellectual property is created and legally protected.
	2.5.18	Describe how intellectual property rights terminate or can be lost.
	2.5.19	Discuss the principal features of the Federal Patent Statute.
	2.5.20	Explain the procedure for obtaining a copyright.
	2.5.21	Explain copyright infringement and the fair use doctrine.

	2.5.22	Discuss the principal features of the Computer Software Copyright Act, the No Electronic Theft Act, and the Digital Millennium Copyright Act.

NEGOTIABLE INSTRUMENTS, INSURANCE, SECURED TRANSACTIONS, BANKRUPTCY

Topic 2.6	**Analyze the functions of negotiable instruments, insurance, secured transactions, and bankruptcy.**	
	Student Competencies	
	NEGOTIABLE INSTRUMENTS	
	2.6.1	Explain the concept of negotiability.
	2.6.2	Differentiate negotiability from assignability.
	2.6.3	Identify the essential elements of a negotiable instrument.
	2.6.4	Describe the different types of negotiable instruments.
	2.6.5	Describe the different types of indorsements.
	2.6.6	Explain the contractual relationship between a bank and its customers.
	2.6.7	Describe stop-payment orders.
	2.6.8	Describe the legal effect of forgeries and material alterations.
	INSURANCE	
	2.6.9	Define insurance.
	2.6.10	Explain the benefits of insurance.
	2.6.11	Explain the requirements for an insurable interest.
	2.6.12	Compare and contrast the different types of life insurance.
	2.6.13	Compare and contrast the different types of personal liability and property insurance.
	2.6.14	Identify who can obtain flood insurance backed by the National Flood Insurance Program.
	2.6.15	Explain the nature and the need for renter's insurance.
	2.6.16	Explain some of the different kinds of health insurance coverage.
	2.6.17	Explain the relationship between health insurance and ERISA.
	2.6.18	Explain the nature of and the need for cyber-insurance coverage.
	SECURED TRANSACTIONS	
	2.6.19	Describe a secured transaction and explain the requirements for creating a valid security interest.
	2.6.20	Identify and describe the major types of collateral.
	2.6.21	Compare and contrast a secured creditor with an unsecured creditor.
	2.6.22	Determine the priority of secured and unsecured creditors.
	BANKRUPTCY	
	2.6.23	Define bankruptcy.
	2.6.24	Describe Chapter 7 bankruptcy of the federal bankruptcy law.
	2.6.25	Explain the requirements for creditors to file for Chapter 7 involuntary bankruptcy.
	2.6.26	Summarize the principal features of Chapters 11, 12, and 13 Bankruptcy Code.
	2.6.27	Identify the eligibility requirements for debtors who must file for bankruptcy under Chapter 13.

	2.6.28	Explain the main objections of Congress to passing the Bankruptcy Abuse Prevention Consumer Protection Act of 2005.
	2.6.29	Explain the procedure for the administration of the debtor's estate.

COMPUTER LAW

Topic 2.7		**Explain how advances in computer technology impact such areas as intellectual property, contract law, criminal law, tort law, and international law.**

<div align="center">Student Competencies</div>

	BASICS OF COMPUTER LAW	
	2.7.1	Define the key terms involved in computer law.
	2.7.2	Identify the areas of the law affected by the use of computers.
	INTELLECTUAL PROPERTY	
	2.7.3	Describe when a computer program can be protected as a trade secret.
	2.7.4	Describe the effects of a licensing agreement.
	2.7.5	Explain the provisions of the Uniform Trade Secrets Act.
	2.7.6	Explain the effects of the Anticybersquatting Consumer Protection Act on trademark remedies.
	2.7.7	Determine when a computer program can be protected by a patent.
	2.7.8	Determine when a computer program can be protected by a copyright.
	2.7.9	Explain the steps in applying for a copyright.
	2.7.10	Explain when a computer program copyright is violated.

ENVIRONMENTAL LAW AND ENERGY REGULATION

Topic 2.8	**Explain the legal rules that apply to environmental law and energy regulation.**	

<div align="center">Student Competencies</div>

	ENVIRONMENTAL LAW	
	2.8.1	Define environmental law.
	2.8.2	Discuss the historical development of environmental law.
	2.8.3	Describe the various federal statutes (e.g., National Environmental Policy Act, Clean Water Act, Toxic Substance Control Act, the Oil Pollution Act, the Solid Waste Act, the Comprehensive Environmental Response, Compensation and Liability Act) that impact the environment.
	2.8.4	Describe the various state statutes that impact the environment, including cap and trade legislation.
	2.8.5	Discuss civil consequences of violating environmental regulations.
	2.8.6	Discuss criminal consequences of violating environmental regulations.
	2.8.7	Describe the various international initiatives that influence environmental regulations.
	ENERGY REGULATION	
	2.8.8	Explain the need for energy regulation and conservation.
	2.8.9	Discuss the historical development of energy regulation.

	2.8.10	Describe the various federal agencies (e.g., Department of Energy, Energy Regulatory Commission, and Nuclear Regulatory Commission) that impact energy regulation and conservation.
	2.8.11	Describe the various state statutes that impact energy regulation and conservation.

FAMILY LAW		
Topic 2.9	**Explain the legal rules that apply to marriage, divorce, and child custody.**	
	Student Competencies	
	MARRIAGE	
	2.9.1	Define common law marriage.
	2.9.2	Explain the rights and obligations involved in marriage.
	2.9.3	Contrast the age requirements for marriage under the laws of different states and other countries.
	2.9.4	Identify the terms that might be included in a prenuptial agreement.
	2.9.5	Distinguish between common law and ceremonial marriages.
	2.9.6	Identify the types of marriages prohibited by law.
	2.9.7	Explain the tax implications of marriage.
	2.9.8	Discuss the effects of the U.S. Supreme Court's decision that holds state statutes outlawing same sex marriages are unconstitutional violations of the Due Process and Equal Protection Clauses of the Fourteenth Amendment.
	DIVORCE AND CHILD CUSTODY	
	2.9.9	Contrast legal separation, annulment, divorce, and dissolution proceedings.
	2.9.10	Explain some of the typical grounds for divorce and annulment.
	2.9.11	Describe the various state laws related to property distribution in a divorce.
	2.9.12	Describe the distribution of property in a community property state.
	2.9.13	Explain the law of domestic relations as it relates to child custody.
	2.9.14	Outline the law of domestic relations as it relates to spousal and child support.
	2.9.15	Discuss the tax implications of property settlements and spousal support agreements.

WILLS AND TRUSTS		
Topic 2.10	**Determine the appropriateness of wills and trusts in estate planning.**	
	Student Competencies	
	WILLS	
	2.10.1	Define testamentary capacity.
	2.10.2	Define testamentary intent.
	2.10.3	Identify the requirements necessary for a valid will.
	2.10.4	Define a holographic will.
	2.10.5	Distinguish between signing, attesting, and publishing a will.
	2.10.6	Explain how a will may be modified or revoked.
	2.10.7	Describe the protection given to spouses under the law of wills.
	2.10.8	Describe the protection given to children under the law of wills.
	2.10.9	Explain what happens to a decedent's estate when a person dies without a will.

	2.10.10	Explain the effect of holding property in joint tenancy.
	2.10.11	Define living will.
	2.10.12	Identify the responsibilities of an executor.
	2.10.13	Describe the probating of a will.
	2.10.14	Describe the contesting of a will.
	2.10.15	Discuss the impact of developments in Advanced Directives, including living wills and health proxies.
	2.10.16	Explain the nature of a fiduciary.
	2.10.17	Describe the responsibilities and duties of a fiduciary.
TRUSTS		
	2.10.18	Define a trust.
	2.10.19	Identify the key characteristics of a trust.
	2.10.20	Explain the advantages of establishing a trust.
	2.10.21	Explain the disadvantages of establishing a trust.
	2.10.22	Describe the various types of trusts.

Standard 3	*CAREER DEVELOPMENT*

STRATEGIC CAREER PLANNING	
Topic 3.1	**Apply knowledge gained through individual assessment to develop a comprehensive set of goals and an individual career plan.**

	Student Competencies
	SELF-ASSESSMENT
3.1.1	Identify individual abilities and interests.
3.1.2	Identify and correlate social, physical, personality characteristics, and interests with various career clusters.
3.1.3	Assess and analyze strengths and weaknesses relative to a variety of career options.
3.1.4	Formulate and implement a plan to address identified weaknesses.
3.1.5	Formulate and implement a plan to address and build on identified strengths.
3.1.6	Describe the relationship of assessed interests, talents, and skills to academic and occupational skills.
3.1.7	Assess and analyze personal interests, talents, and skills related to a future career based on the completion of standardized career interest and personality indicator assessments.
3.1.8	Compare personal interests, talents, and skills with various career options.
3.1.9	Identify talents that are easily accomplished.
3.1.10	Monitor progress and restructure the improvement plan as needed to manage identified weaknesses as related to selected career options.
3.1.11	Match personal strengths to appropriate jobs and careers to maximize career potential.
3.1.12	Identify considerations for making responsible educational and occupational choices.
	SHORT- AND LONG-TERM CAREER GOALS
3.1.13	Demonstrate the ability to set, monitor, and achieve clearly defined goals.
3.1.14	Identify career goals that match personal interests.
3.1.15	Identify obstacles to achieving career goals.
3.1.16	Describe how career development is a continuous process involving a series of choices.
3.1.17	Explain how the expectations of others affect career goals.
3.1.18	Identify personal goals that may be achieved through a combination of work, community, social, and family roles.
3.1.19	Analyze personal choices related to lifestyle and attained career goals.
3.1.20	Discuss appropriate responses to setbacks or failure.
3.1.21	Compare advantages and disadvantages of various career development programs used to attain career goals (e.g., secondary and postsecondary education, distance learning, apprenticeship, military, and employer-provided training).
3.1.22	Determine how educational achievement impacts one's choice of further training, a college major, and/or entry into the job market.

		INDIVIDUAL CAREER PLAN
	3.1.23	Design a career plan that includes the investigation of career clusters, self-assessment, research, career alternatives, and high school course options.
	3.1.24	Apply career goals, skills, and interests to the selection of high school courses.
	3.1.25	Discuss methods to develop a list of career network contacts.
	3.1.26	Identify individuals who excel in their careers of interest.
	3.1.27	Create and implement a career plan that includes the required steps to transition from high school to postsecondary education/training or the workforce.
	3.1.28	Explore opportunities for appropriate employment and continuing education.
	3.1.29	Discuss the use of social media to develop a network of people who can assist in achieving career goals.
	3.1.30	Formulate an action plan to transition from secondary to postsecondary education, training, or employment.
	3.1.31	Locate sources of financial assistance.
	3.1.32	List the steps necessary to apply for financial assistance.

CAREER EXPLORATION & RESEARCH

Topic 3.2	**Utilize career resources to develop a career information portfolio that includes international career opportunities.**

Student Competencies

		CAREER RESOURCES AND RELATED INFORMATION
	3.2.1	Identify community individuals from public, private and non-profit businesses and describe career opportunities in their professional areas.
	3.2.2	Use a variety of content-based research tools (e.g., computer-assisted programs, newspapers, books, professional and trade associations, and the Internet) in the career exploration process.
	3.2.3	Describe career pathways.
	3.2.4	Conduct personal research (e.g., informational interviews, job shadowing, and career fairs) in the career exploration process.
	3.2.5	Evaluate several occupational interests based on various criteria (e.g., educational requirements, starting salaries, career ladder opportunities, and labor market information).
	3.2.6	Explain the advantages of early career exploration and planning.
	3.2.7	Explain the concept of transferable skills within and between career clusters.
	3.2.8	Correlate personal characteristics with the requirements of specific jobs within career clusters.
	3.2.9	Use available resources for projecting career opportunities and trends that include local, regional, state, national, and international labor market information.
	3.2.10	Identify transferable competencies and job-specific skills related to career and job options.
	3.2.11	Identify how part-time jobs and community service can contribute to career development.
	3.2.12	Analyze a specific career cluster, using various research tools (e.g., college career centers/counselors, professional and trade associations, career fairs, informational interviews, print media, job shadowing, internships, and the Internet).

	INTERNATIONAL CAREER OPPORTUNITIES	
	3.2.13	Describe the impact of the global economy on jobs and careers.
	3.2.14	Relate career interests to opportunities in the global economy.
	3.2.15	Describe requirements other countries may impose on foreign workers.
	3.2.16	Describe the culture of a particular country and discuss the available career choices in that culture.
	3.2.17	Identify employment opportunities in international trade.
CAREER READINESS EXPECTATIONS		
Topic 3.3	**Relate the importance of career readiness skills to career development.**	
	Student Competencies	
	WORK ETHIC	
	3.3.1	Demonstrate punctuality, dependability, reliability, productivity, and ability to work with others.
	3.3.2	Describe the qualities of highly motivated individuals.
	3.3.3	Describe how honesty and integrity affect relationships with others.
	3.3.4	Discuss the importance of quality performance to an individual and to a business.
	3.3.5	Demonstrate techniques for developing and maintaining positive and flexible behaviors and attitudes.
	3.3.6	Discuss the appropriate use of social media in all areas of life.
	3.3.7	Illustrate how personal qualities transfer from school to the workplace.
	3.3.8	State ways in which the honesty and integrity of coworkers affect work performance.
	3.3.9	Describe appropriate time management techniques and their application/transference to the workplace.
	3.3.10	Explain how product quality affects job stability.
	3.3.11	Describe the positive and negative impacts of technology/social networking on the workplace.
	WORKPLACE RELATIONSHIPS	
	3.3.12	Explain the importance of respect for the feelings and beliefs of others.
	3.3.13	Demonstrate appropriate social skills for the workplace.
	3.3.14	Explain the importance of confidentiality, tolerance, and flexibility in interpersonal and group situations.
	3.3.15	Provide examples of how behavior can influence the feelings and actions of others.
	3.3.16	Demonstrate the steps involved in resolving a conflict or stressful situation.
	3.3.17	State ways self-awareness and self-regulation affect work performance.
	3.3.18	State ways empathy affects work performance.
	3.3.19	Describe how the workplace environment influences behavior.
	3.3.20	Demonstrate how behavior influences the actions of coworkers.
	3.3.21	Demonstrate appropriate interpersonal skills for working with and for others.
	3.3.22	Demonstrate an understanding of appropriate employer and employee interactions in workplace situations.
	3.3.23	Demonstrate an understanding of appropriate employee and customer interactions in workplace situations.
	3.3.24	Demonstrate techniques for responding to workplace stress related to coworkers or environment.
	WORKPLACE DIVERSITY	
	3.3.25	Show how behavior influences the actions of others in the home, school, and community.

3.3.26	Illustrate the effects of personal beliefs and attitudes on decision making.
3.3.27	Discuss the advantages and disadvantages of entering nontraditional occupations.
3.3.28	Identify stereotypes, biases, and discriminatory behaviors that may impact opportunities for women and men in certain occupations.
3.3.29	Describe how physical, intellectual, and cultural diversity can strengthen workplace effectiveness.
3.3.30	Identify situations in which environmental barriers may affect workplace diversity.
3.3.31	Discuss social and economic factors that have resulted in changing career patterns for a diverse workforce.
3.3.32	Illustrate techniques for eliminating gender bias and stereotyping.
3.3.33	Formulate strategies for working effectively with coworkers diverse from oneself.
3.3.34	Describe ways tasks and the workplace environment can be structured to accommodate the diverse needs of workers.
WORKPLACE COMMUNICATION AND COLLABORATION SKILLS	
3.3.35	Express thoughts and ideas succinctly and correctly using various forms of communication (e.g., oral, written, and nonverbal).
3.3.36	Demonstrate good listening skills.
3.3.37	Explain how individuals contribute to a team activity and/or goal.
3.3.38	Identify ways to improve verbal and nonverbal communication.
3.3.39	Develop effective oral communication skills that include attentive and active listening and nonverbal communication skills.
3.3.40	Develop skills to give and receive constructive feedback.
3.3.41	Demonstrate appropriate telephone and e-mail etiquette.
3.3.42	Demonstrate correct grammar, spelling, and technical writing skills.
3.3.43	Create presentations for a specific purpose and audience using digital media and visual displays of data.
3.3.44	Demonstrate shared responsibility for collaborative work and the value of contributions made by each team member.
CREATIVITY, INNOVATION, AND PROBLEM SOLVING	
3.3.45	Identify current inventions and innovators in business and industry.
3.3.46	Use a variety of idea-generating techniques (e.g., brainstorming, mind mapping, reverse thinking).
3.3.47	Discuss definitions of an innovative mindset and an innovative work culture.
3.3.48	Identify innovations that create solutions to problems or obstacles.
3.3.49	Ask questions that clarify various points of view and lead to better solutions.
3.3.50	Work collaboratively in teams to create and design innovative ideas.
VIRTUAL WORK ENVIRONMENT	
3.3.51	Identify personal characteristics of a virtual work environment employee.
3.3.52	Describe the advantages and disadvantages of a virtual work environment.
3.3.53	Compare performance in a virtual work environment to that of a job in a traditional work setting.
3.3.54	Describe how employee/supervisor relations would be different in a virtual work environment.

		CAREER SELF-MANAGEMENT
	3.3.55	Explain how adhering to a dress code, attendance policy, and workplace behavioral expectations contribute to positive workplace relationships.
	3.3.56	Demonstrate how to project a positive attitude.
	3.3.57	Identify the steps for planning projects.
	3.3.58	Identify ways to improve self-awareness, self-regulation, motivation, and empathy.
	3.3.59	Demonstrate project planning and management skills.
	3.3.60	Describe activities that may be used to bring about a balance between personal and career interests.
	3.3.61	Identify techniques for maintaining healthy self-esteem and for maintaining and projecting a positive attitude.
	3.3.62	Explain the importance of maintaining professionalism in work relationships.

SCHOOL-TO-CAREER TRANSITION

Topic 3.4		**Develop strategies to effectively transition from school to career.**
		Student Competencies
		WORK-RELATED EXPERIENCES
	3.4.1	Participate in interactive research of career clusters through various resources (e.g., field trips, speakers, online searches, case studies, job shadowing, and community service).
	3.4.2	Apply skills developed in academic and technical programs to career goals.
	3.4.3	Experience paid/unpaid work opportunities in one or more career clusters through various opportunities (e.g., job shadowing, mentoring, e-mentoring, internships, cooperative and/or part-time work experiences, and community service).
	3.4.4	Identify high school programs that articulate with postsecondary educational programs, industry-based training, and technical education programs in a chosen career field.
	3.4.5	Analyze and explain the benefits of earning industry credentials.
		CAREER DEVELOPMENT FILE AND EMPLOYMENT PORTFOLIO
	3.4.6	Assemble samples of school work that demonstrate career readiness and technical skills.
	3.4.7	Demonstrate the ability to describe personal career readiness skills.
	3.4.8	Begin compiling achievements and experiences including awards, extracurricular activities, and community service into an activity résumé.
	3.4.9	Prepare paper and electronic résumés and cover letters.
	3.4.10	Assemble a career development file for use in lifelong career activities that includes transcripts, diplomas, certificates, licenses, forms of identification, and educational and employment history information.
	3.4.11	Develop a career portfolio, using an appropriate tool, of items including résumés, sample cover letters, letters of recommendation, examples of work and technical skills, awards, and documentation of extracurricular activities and community service activities.
	3.4.12	Present the career portfolio.
		JOB SEARCH STRATEGIES
	3.4.13	Explain the importance of researching prospective employers.

	3.4.14	Identify the types of information that should be researched relating to prospective employers.
	3.4.15	Identify appropriate sources of job leads (e.g., newspapers, trade journals, Internet job banks, and personal networking).
	3.4.16	Demonstrate the ability to research prospective employers and jobs using all available resources (e.g., print media, on-site and telephone interviews, job shadowing, internships, job fairs, and Internet research).
	3.4.17	Develop criteria for selecting prospective employers.
	3.4.18	Demonstrate the ability to complete an online job application accurately.
	3.4.19	Identify steps to prepare for an interview.
	3.4.20	Demonstrate the ability to describe personal career readiness skills to interviewers.
	3.4.21	Demonstrate appropriate interviewing techniques through participation in mock or actual interviews.
	3.4.22	Explain the importance of appropriate interview follow-up techniques.
	3.4.23	Describe the criteria for evaluating job offers.

LIFELONG LEARNING

Topic 3.5	**Relate the importance of lifelong learning to personal and career success.**	
	Student Competencies	
	PERSONAL GROWTH	
	3.5.1	Demonstrate the importance of effective study habits, test-taking skills, and learning skills.
	3.5.2	Develop good health, nutrition, and physical fitness habits.
	3.5.3	Explain the importance of career, family, and leisure activities to social and economic well-being.
	3.5.4	Explain how decisions regarding education and work impact other major life decisions.
	3.5.5	Evaluate and reconcile academic, family, and peer feedback to assess strengths, weaknesses, and areas for improvement.
	3.5.6	Discuss techniques for analyzing ways to improve performance.
	3.5.7	Relate the importance of education to meeting identified goals.
	3.5.8	Describe the benefits of participating in school and community activities.
	3.5.9	Discuss how health, motivation, and physical fitness enhance performance.
	CAREER GROWTH	
	3.5.10	Relate various levels of education to careers.
	3.5.11	Identify trends in the changing workplace.
	3.5.12	Explain the need for continual skills improvement to ensure lifelong career success.
	3.5.13	Identify resources for developing and strengthening workplace skills.
	3.5.14	Identify and assess future job and career trends associated with businesses in a chosen career cluster.
	3.5.15	Discuss the importance of flexible career planning and career self-management.
	3.5.16	Explain the advantages and disadvantages of temporary work in the pursuit of career goals.
	3.5.17	Identify career opportunities resulting from new and emerging technologies.
	3.5.18	Demonstrate appropriate techniques for resigning from a position.

Standard 4	**COMMUNICATION**

Topic 4.1	**Listen actively, use the communication process, read and research information, and integrate technology to enhance communication effectiveness.**

<div align="center">Student Competencies</div>

ACTIVE LISTENING

4.1.1	Identify relevant information in spoken messages.
4.1.2	Listen attentively for the purpose of recording information and taking accurate notes.
4.1.3	Interpret verbal and nonverbal cues in messages.
4.1.4	Listen discriminately to separate fact from opinion.
4.1.5	Evaluate effectiveness of digital and spoken presentations.
4.1.6	Identify barriers to listening.
4.1.7	Discuss the importance of listening skills.
4.1.8	Identify strategies for managing and/or overcoming barriers to listening.
4.1.9	Provide and request appropriate feedback.
4.1.10	Ask clarifying questions to verify understanding.
4.1.11	Adapt appropriate listening strategies for various audiences and contexts.
4.1.12	Analyze and critically evaluate the intent of messages.
4.1.13	Interpret the meaning of silence in communication.

BASIC COMMUNICATION PROCESS

4.1.14	Choose content appropriate for the purpose and audience.
4.1.15	Determine whether audience is internal or external.
4.1.16	Select an appropriate medium to deliver the message.
4.1.17	Gather necessary information to ensure a complete and comprehensive message.
4.1.18	Determine whether to organize content directly or indirectly.
4.1.19	Specify desired outcome of the message.
4.1.20	Identify primary and secondary audiences.
4.1.21	Determine audience benefits.
4.1.22	Adapt the message for the audience's needs.
4.1.23	Evaluate the message to ensure it meets the purpose.
4.1.24	Use feedback to enhance communication process.
4.1.25	Analyze situations in which technology can impact communication.
4.1.26	Define grapevine and discuss the positive and negative aspects of the grapevine.

	READING AND RESEARCH	
	4.1.27	Distinguish between fact and opinion.
	4.1.28	Read critically for the purpose of recording information and taking accurate, focused notes.
	4.1.29	Expand vocabulary to include basic business terminology.
	4.1.30	Expand scope of reading materials to include general business publications.
	4.1.31	Use contextual clues to recognize word meaning.
	4.1.32	Detect when information and data is misused to distort meaning.
	4.1.33	Demonstrate basic research techniques.
	4.1.34	Define and identify plagiarism.
	4.1.35	Document all information sources to give credit and to avoid plagiarism.
	4.1.36	Differentiate between paraphrased and verbatim content.
	4.1.37	Expand vocabulary to include advanced business terminology.
	4.1.38	Interpret information from a variety of content sources.
	4.1.39	Select appropriate reading methods (e.g., skimming, scanning, speed-reading, and in-depth reading) for particular situations.
	4.1.40	Apply a variety of close reading strategies.
	4.1.41	Use advanced research techniques and technology tools to locate specific information from primary and secondary sources.
	4.1.42	Analyze and evaluate the validity, reliability, accuracy, and currency of sources.
	4.1.43	Compare appropriate citation styles for paraphrased and verbatim content.
	TECHNOLOGY	
	4.1.44	Project a positive image over the phone.
	4.1.45	Demonstrate appropriate mobile phone etiquette.
	4.1.46	Evaluate examples of voice mail greetings and messages to determine effectiveness.
	4.1.47	Apply proper etiquette when communicating using technology.
	4.1.48	Recognize importance of promptly, politely, and accurately responding to digital messages.
	4.1.49	Select the most efficient and effective technology tool to communicate information based on audience and context.
	4.1.50	Integrate functions of word processing, spreadsheets, databases, and presentation applications to various workplace scenarios.
	4.1.51	Refine documents using spell check, thesaurus, and grammar check tools.
	4.1.52	Demonstrate video recording and editing abilities.
	4.1.53	Record, edit, and transfer audio files.
	4.1.54	Use voice input and speech recognition tools.
	4.1.55	Participate in virtual conferences.
	4.1.56	Record effective voice mail greetings and messages.
	4.1.57	Compose informal and formal messages using technology tools.
	4.1.58	Use social media to communicate with internal and external audiences effectively.

	4.1.59	Enhance documents by using advanced layout, design, and graphics.
	4.1.60	Identify ethical and legal issues regarding the use of digital information.
	4.1.61	Compare and contrast virtual and face-to-face collaboration.
	4.1.62	Design and publish effective, professional Web pages.
	4.1.63	Identify and utilize techniques to protect confidential messages that are transmitted digitally.

INTERPERSONAL SKILLS

Topic 4.2	**Apply interpersonal skills in personal and professional environments to communicate effectively.**	
	Student Competencies	
	PROFESSIONALISM AND BUSINESS ETIQUETTE	
	4.2.1	Describe qualities of a person with a positive work ethic.
	4.2.2	Demonstrate respect for diversity.
	4.2.3	Make informal introductions.
	4.2.4	Initiate and engage in conversations outside one's peer group.
	4.2.5	Practice good personal hygiene and grooming.
	4.2.6	Convey a positive attitude.
	4.2.7	Demonstrate confidence through participation in collaborative activities.
	4.2.8	Practice tact and courtesy in relationships with peers and authority figures.
	4.2.9	Recognize causes of conflict.
	4.2.10	Discuss the importance of extending courtesy in the business environment.
	4.2.11	Explain the value and impact of interpersonal relationships in the business environment.
	4.2.12	Identify the role that self-concept plays in one's personal and professional life.
	4.2.13	Exhibit professional and ethical behavior in the work environment.
	4.2.14	Discuss the impact of effective communication on professional image and job retention.
	4.2.15	Demonstrate an understanding of and respect for the business customs, etiquette, and communication styles of various cultures.
	4.2.16	Demonstrate an understanding of appropriate teamwork skills.
	4.2.17	Demonstrate an understanding of conflict resolution/ management skills in a team setting.
	4.2.18	Respect different intergenerational communication styles, perspectives, and opinions.
	4.2.19	Select appropriate business attire and demonstrate good grooming.
	4.2.20	Display a positive attitude in personal and professional settings.
	4.2.21	Demonstrate a positive work ethic in a professional environment.
	4.2.22	Establish a work-related network through social contacts.
	4.2.23	Make formal introductions.
	4.2.24	Initiate and engage in conversations in professional environments.
	4.2.25	Practice conflict resolution in academic, social, and business environments.
	4.2.26	Define ethics and identify the process by which individuals develop the foundation for making ethical decisions.
	4.2.27	Discuss common types of unethical behavior in the workplace.

	4.2.28	Solve problems using techniques that take into consideration personal and ethical values.
	4.2.29	Analyze an organization's code of ethics.
	LEADERSHIP AND COLLABORATIVE COMMUNICATION	
	4.2.30	Organize and lead informal groups.
	4.2.31	Explain why each meeting should have a purpose.
	4.2.32	Explain the basic principles of effective collaboration.
	4.2.33	Plan, organize, and conduct meetings to achieve identified purposes.
	4.2.34	Participate actively and professionally in meetings.
	4.2.35	Recognize the stages of group development.
	4.2.36	Identify various personality styles.
	4.2.37	Identify correct parliamentary procedures.
	4.2.38	Assess the impact of physical environment and technology on meeting success.
	4.2.39	Describe the importance of preparing and distributing an agenda prior to the meeting.
	4.2.40	Demonstrate the ability to involve all participants in a meeting, including those participating virtually.
	4.2.41	Use proper parliamentary procedures.
	4.2.42	Demonstrate effective consensus-building techniques.
	4.2.43	Demonstrate skills in leading collaborative groups.
	4.2.44	Apply effective team skills in a business environment.
	4.2.45	Facilitate the group development process.
	4.2.46	Demonstrate appropriate responses to a variety of personality styles.
	4.2.47	Explain the value in following chains of command when communicating.
	4.2.48	Establish team goals and standards.

WRITTEN COMMUNICATION

Topic 4.3	**Prepare clear, complete, concise, correct, and courteous written messages for personal and professional uses.**	
	Student Competencies	
	MECHANICS AND WRITING BASICS	
	4.3.1	Adapt language and style for specific audiences.
	4.3.2	Use acceptable standards for grammar, punctuation, and word and number usage.
	4.3.3	Paraphrase original works to communicate meaning.
	4.3.4	Document properly both print and digital sources to avoid plagiarism.
	4.3.5	Demonstrate sensitivity to language bias.
	4.3.6	Proofread business documents to ensure that they are clear, correct, concise, complete, consistent, and courteous.
	4.3.7	Discuss the importance of taking responsibility for all written communication.
	4.3.8	Express empathy in messages written to individuals.
	4.3.9	Use plain language and conversational tone.
	4.3.10	Develop and use collaborative writing skills.
	4.3.11	Identify factors affecting the readability of text.

	4.3.12	Use bias-free language.
	4.3.13	Use language, strategies, and techniques that reflect cultural sensitivity.
	4.3.14	Apply focused note-taking strategies.
	4.3.15	Apply a variety of specific proofreading techniques to identify and correct errors.
	4.3.16	Compare drafts to final documents and make editorial changes.
	4.3.17	Evaluate effectiveness of messages.
	4.3.18	Accept responsibility for all written communication.
	4.3.19	Discuss misleading and missing information in business documents and the impact on business.
	4.3.20	Use collaborative writing skills to complete complex projects.
	BUSINESS MESSAGES	
	4.3.21	Compose coherent business messages that request information and action.
	4.3.22	Compose coherent business messages that respond to requests.
	4.3.23	Compose reports and summaries using appropriate documentation styles.
	4.3.24	Compose a variety of personal messages.
	4.3.25	Compose persuasive messages.
	4.3.26	Create promotional materials.
	4.3.27	Apply correct formats to various business messages.
	4.3.28	Prepare instructions to complete complex tasks.
	4.3.29	Prepare charts and graphs.
	4.3.30	Compose various routine and goodwill messages.
	4.3.31	Compose various messages that convey negative information.
	4.3.32	Compose persuasive sales and marketing messages.
	4.3.33	Prepare informal and formal reports using professional format and appropriate supporting graphics.
	4.3.34	Develop business plans and proposals.
	4.3.35	Evaluate and revise poorly written business messages.

SPOKEN COMMUNICATION

Topic 4.4		**Demonstrate professional speaking techniques and strategies.**
	Student Competencies	
	SPEAKING BASICS	
	4.4.1	Organize thoughts to reflect logical thinking before speaking.
	4.4.2	Express opinions and discuss issues positively and tactfully.
	4.4.3	Identify regional and cultural differences in spoken communication.
	4.4.4	Ask questions with confidence to elicit specific information.
	4.4.5	Exchange ideas in informal and formal settings.
	4.4.6	Discuss the importance of appropriate word selection in responding to questions and providing explanations.
	4.4.7	Identify vocal segregates such as um, uh, er, so, like, etc.
	4.4.8	Deliver impromptu information effectively.

	4.4.9	Use speed, tone, emphasis, and volume to deliver content professionally.
	4.4.10	Demonstrate an awareness and acceptance of multicultural and regional speech differences.
	4.4.11	Organize and lead discussions.
	4.4.12	Handle both friendly and hostile questions effectively in informal and formal situations.
	4.4.13	Use standard English when speaking on the job, especially avoiding the use of expletives, slang, and unfamiliar jargon and technical terms.
	4.4.14	Express thoughts effectively in conversations with superiors, peers, subordinates, and customers/clients.
	4.4.15	Use strategies to reduce or eliminate vocal segregates such as um, uh, er, so, like, etc.
	4.4.16	Discuss the importance of taking responsibility for all spoken communication.
	4.4.17	Demonstrate appropriate strategies for communicating in face-to-face discussions.
	PRESENTATIONS	
	4.4.18	Use appropriate techniques to organize speeches and presentations.
	4.4.19	Demonstrate techniques to gain and maintain audience attention.
	4.4.20	Create a memorable conclusion.
	4.4.21	Deliver presentations for various purposes.
	4.4.22	Use transitions for a seamless and well-organized delivery in individual and team presentations.
	4.4.23	Maintain effective eye contact with the audience.
	4.4.24	Use multiple technology tools to deliver presentations.
	4.4.25	Identify and implement strategies to manage nervousness and anxiety.
	4.4.26	Use feedback to improve presentation performance.
	4.4.27	Dress appropriately for purpose and audience.
	4.4.28	Use appropriate nonverbal communication skills.
	4.4.29	Establish rapport and build credibility with the audience.
	4.4.30	Adapt content to meet audience needs.
	4.4.31	Use persuasive techniques to motivate an audience to act.
	4.4.32	Use proper techniques to deliver professional business presentations.
	4.4.33	Use audio technology to support presentation delivery.
	4.4.34	Use video recording as a tool to analyze and improve presentation delivery.
	4.4.35	Consider how the use of handouts will impact presentations.
	4.4.36	Use proper techniques when presiding or presenting at professional events.
	4.4.37	Respond skillfully and professionally to audience questions.
EMPLOYMENT COMMUNICATION		
Topic 4.5	**Communicate effectively for employment success.**	
	Student Competencies	
	SPEAKING BASICS	
	4.5.1	Write simple application messages and résumés for simulated job opportunities.
	4.5.2	Role-play interview situations for simulated job opportunities.

	4.5.3	Discuss the importance of an informal personal network in conducting a job search.
	4.5.4	Research online resources to assist in preparing job application documents.
	4.5.5	Discuss the assessment of interests, skills, and abilities as they relate to selecting a career.
	4.5.6	Identify multiple methods to find job opportunities.
	4.5.7	Write formal, persuasive application messages, and résumés customized to meet prospective employers' needs.
	4.5.8	Prepare résumés in both print and digital formats.
	4.5.9	Post résumés online using appropriate strategies for maintaining security and privacy.
	4.5.10	Obtain permission and create a list of professional references.
	4.5.11	Participate in and analyze mock interviews.
	4.5.12	Prepare responses to commonly asked interview questions.
	4.5.13	Discuss and demonstrate the importance of appropriate dress and grooming in an interview situation.
	4.5.14	Prepare a list of questions to ask an interviewer.
	4.5.15	List and discuss qualities that employers expect in prospective employees.
	4.5.16	Identify common mistakes made by interviewees.
	4.5.17	Discuss illegal and inappropriate interview questions.
	4.5.18	Discuss significance of nonverbal communication in the interview process.
	4.5.19	Complete job application forms.
	4.5.20	Write a job interview thank-you message.
	4.5.21	Write effective follow-up messages.
	4.5.22	Use correct strategies for accepting or rejecting job offers.
	4.5.23	Discuss appropriate spoken and written actions when leaving a job under various circumstances.
	4.5.24	Demonstrate honest and ethical behavior in all employment communications.

Standard 5	ECONOMICS/PERSONAL FINANCE

ECONOMICS

ALLOCATION OF RESOURCES

Topic 5.1	Assess opportunity costs and trade-offs involved in making choices about how to use scarce economic resources.

Student Competencies

	5.1.1	Demonstrate understanding of rational economic decision making by explaining the advantages and disadvantages of alternatives (economic trade-offs) in a given situation.
	5.1.2	Describe how effective decision making requires a comparison of the additional costs (marginal costs) and additional benefits (marginal benefits) using a cost-benefit analysis chart and PACED (state the Problem, list Alternatives, identify the Criteria, Evaluate the alternatives based on the criteria, make a Decision) decision-making grid for economic and personal finance decisions.
	5.1.3	Explain the difference between the concepts of marginal benefit and marginal cost and how each relates to rational decision making.
	5.1.4	Evaluate the economic trade-offs of alternatives for solving societal problems according to economic goals (e.g., economic growth equity, efficiency, security, employment, stability, and freedom).
	5.1.5	Analyze how scarcity influences choices to consume or produce items.
	5.1.6	Evaluate alternative choices and solutions for current issues for a business or a nation.

ECONOMIC SYSTEMS

Topic 5.2	Explain why societies develop economic systems, identify the basic features of different economic systems, and analyze the U.S. economic system's major features.

Student Competencies

	5.2.1	Identify the basic economic questions that must be answered by any economic system (e.g., what is to be produced, how is it to be produced, and for whom is it to be produced).
	5.2.2	Compare the different types of economic systems and economic philosophies with focus on planned and emerging economies (traditional, market, command or centrally planned, and mixed).
	5.2.3	Describe the characteristics of and give examples of a mixed economy and a command economy.
	5.2.4	Illustrate the relationship between individual households, businesses, and government (e.g., circular flow of goods and services and money payments) in making production and distribution decisions in a market-oriented economy.
	5.2.5	Explain the roles of the entrepreneur (e.g., innovator, risk taker) as a driving force in the U.S. economy.
	5.2.6	Analyze existing economies and how they answer the following three basic economic questions every economic system must answer: 1. What goods and services should be produced? 2. How should the goods and services be produced? 3. For whom should the goods and services be produced?
	5.2.7	Explain how change in one component of the circular flow of economic activity (household, business, government, or foreign) affects other components.

	5.2.8	Analyze how economic systems, resources, and culture affect each other.
	5.2.9	Analyze how wages and prices are determined in command or centrally planned and market economies.
	5.2.10	Critique command, mixed, and market economies based on the U.S. economic goals of freedom, efficiency, equity, security, employment, stability, and growth.
	5.2.11	Debate the advantages and disadvantages and identify the winners and losers from different government intervention examples in the economy.

ECONOMIC INSTITUTIONS AND INCENTIVES

Topic 5.3	**Analyze the role of core economic institutions and incentives in the U.S. economy.**	
	Student Competencies	
	5.3.1	Identify the returns for various productive resources (e.g., interest, rent, profit, and wages).
	5.3.2	Describe and give examples of different kinds of economic institutions in the U.S. economy (e.g., households, businesses, financial institutions, government agencies, labor unions, and nonprofit organizations).
	5.3.3	Explain the purpose of incentives and disincentives in the U.S. economy and give examples of each.
	5.3.4	Explain how cultural traditions and customs influence economic behavior in the United States.
	5.3.5	Explain how specific financial and nonfinancial incentives influence economic behavior of individuals in different ways.
	5.3.6	Provide illustrations of how the market system requires a give-and-take between institutions and individuals.
	5.3.7	Explain the roles of profit and competition in a market-oriented economy.
	5.3.8	Identify major functions of the public sector in a market economy.
	5.3.9	Analyze ways in which a society's allocation of resources will be affected by its law, public policy, and taxation.
	5.3.10	Identify how certain historical events (e.g., the Depression, 1980s savings and loan crisis, September 11, housing market crisis of 2008, and the health pandemic of 2020) have influenced the banking system and other financial institutions.

MARKETS AND PRICES

Topic 5.4	**Analyze the role of markets and prices in the U.S. economy.**	
	Student Competencies	
	5.4.1	Describe how relative prices affect consumers' buying and selling decisions.
	5.4.2	Describe the role of the market in determining what, how, and for whom economic goods and services are produced in the U.S. economy.
	5.4.3	Explain how relative prices are used to ration limited resources, goods, and services in the U.S. economy.
	5.4.4	Explain and give illustrations of the law of demand, law of supply, and equilibrium price.
	5.4.5	Analyze the relationship of relative price to scarcity when prices are set by supply and demand market forces.
	5.4.6	Identify determinants of supply and demand.
	5.4.7	Demonstrate an understanding of the supply and demand curves that show increases and decreases in quantity supplied and quantity demanded.
	5.4.8	Demonstrate an understanding of the supply and demand curves when there are increases and decreases in supply and demand and explain why these changes occur.

	5.4.9	Illustrate how a change in price affects quantity demanded or quantity supplied.
	5.4.10	Explain and illustrate how the equilibrium price changes according to changes in supply or demand.
	5.4.11	Explain and illustrate how a market reacts to shortages and surpluses with no government intervention.
	5.4.12	Explain and illustrate how a market reacts to governmental intervention (e.g., price ceilings, price floors, and regulations).
	5.4.13	Describe and illustrate the concept of elasticity and inelasticity.
	5.4.14	Explain how efficient production and allocation of goods and services in a market economy are based on pricing information.
	5.4.15	Explain why changes in prices of resources create incentives/disincentives for resource allocation in the U.S. economy.
	5.4.16	Identify the effect of changes in the relative price of a substitute or complementary good on supply and demand.
	5.4.17	Identify the quality and quantity of human capital as a major determinant of a worker's income.

MARKET STRUCTURES

Topic 5.5	**Analyze the different types of market structures and their effect on the price and the quality of the goods and services produced.**

Student Competencies

	5.5.1	Explain how competition among sellers of a good or service generally results in lower prices for buyers and lower profits for sellers and promotes higher quality.
	5.5.2	Describe how competition among buyers of a good or service generally results in higher prices for buyers and higher profit for sellers.
	5.5.3	Identify the basic characteristics of monopoly, monopolistic competition, and oligopoly and give examples of each.
	5.5.4	Describe the characteristics of pure competition and identify examples in the current market.
	5.5.5	Describe how competition in a purely competitive market encourages the production of higher quality goods and services.
	5.5.6	Describe the characteristics of monopoly and natural monopoly and identify examples in the current market.
	5.5.7	Describe the characteristics of an oligopoly and identify examples in the current market.
	5.5.8	Describe how collusion among buyers or sellers affects the level of market competition in a market.
	5.5.9	Discuss the major barriers to new firms entering a market and how the barriers affect the level of competition in an industry.
	5.5.10	Examine U.S. laws and government regulations that are designed to impact competition.

PRODUCTIVITY

Topic 5.6	**Explain the importance of productivity and analyze how specialization, division of labor, investment in physical and human capital, and technological change affect productivity and global trade.**

Student Competencies

	5.6.1	Describe how investment in human capital and/or physical capital (e.g., equipment, plants, and technology) can increase productivity.
	5.6.2	Explain the relationship between productivity and standard of living.
	5.6.3	Analyze and discuss economic indicators that reflect productivity (e.g., GDP, unemployment rate, and CPI).

	5.6.4	Identify how certain historical events (e.g., the Depression, 1980s savings and loan crisis, September 11, housing market crisis of 2008, and the health pandemic of 2020) have impacted productivity in the U.S. economy.
	5.6.5	Assess opportunity costs and economic risks involved when investing in physical and human capital to increase productivity.
	5.6.6	Discuss the effects of government expenditures, regulations, and tax policies on productivity.
	5.6.7	Explain how investment in research and development affects productivity.
	5.6.8	Distinguish between fixed, variable, explicit, and implicit costs.
	5.6.9	Explain the principle of diminishing returns and illustrate how it relates to productivity.
	5.6.10	Explain the law of profit maximization (e.g., marginal cost equals marginal revenue).
	5.6.11	Differentiate between lowest total cost, lowest marginal cost, and lowest average cost.
	5.6.12	Distinguish between short-run average costs and long-run average costs.
	5.6.13	Analyze the impact of the global economy on U.S. business.
	5.6.14	Identify and illustrate choices, opportunity cost, and productivity using the Production Possibilities Curve model.

THE ROLE OF GOVERNMENT

Topic 5.7		**Analyze the role of government in economic systems, especially the role of government in the U.S. economy.**
		Student Competencies
	5.7.1	Explain the role of government taxation and its effect on consumers and producers.
	5.7.2	Differentiate between local, state, and federal tax receipts and expenditures.
	5.7.3	Identify specific local, state, and federal government regulations and their impact on business, society, and the individual in an economy.
	5.7.4	Define and give examples of progressive, regressive, and proportional taxes and their effect on specific income groups.
	5.7.5	Give examples of taxes based on the principles of benefits received and ability to pay.
	5.7.6	Evaluate the equity of taxes based on income, wealth, and consumption.
	5.7.7	Explain how government's redistribution of income through taxation, spending, and assistance/entitlement programs affects the people and businesses in an economy.
	5.7.8	Identify monetary policies (e.g., open market securities, reserve requirement, discount rate) used by the Federal Reserve System to regulate the economy.
	5.7.9	Identify fiscal policies used by the federal government to regulate the economy.
	5.7.10	Discuss the history of banking in the United States, how monetary and fiscal policies have evolved, and how monetary and fiscal policies have been in opposition or in harmony with each other.
	5.7.11	Describe the purpose and basic structure of the Federal Reserve including the role of monetary policies (e.g., open market securities, reserve requirement, discount rate) in regulating the economy.
	5.7.12	Differentiate between monetary and fiscal policies and identify when it may be appropriate to use a given policy.
	5.7.13	Analyze the effect of national debt or surplus on the economy.
	5.7.14	Investigate the effects of government actions and economic conditions on personal financial planning.

GLOBAL ECONOMIC CONCEPTS		
Topic 5.8	**Examine the role of trade, protectionism, and monetary markets in the global economy.**	
	Student Competencies	
	5.8.1	Identify primary trading partners within the global economy.
	5.8.2	Explain how specialization promotes international trade and how international trade increases total world output and interdependence among nations.
	5.8.3	Discuss the influence of cartels on international trade.
	5.8.4	Determine how the supply and demand of a currency affects its foreign exchange rate.
	5.8.5	Differentiate between currency appreciation and currency depreciation.
	5.8.6	Analyze how a change in the value of a nation's currency (appreciation or depreciation) can affect the level of its imports and exports.
	5.8.7	Compare and contrast absolute and comparative advantage.
	5.8.8	Analyze different countries to determine the comparative advantage of individuals within those countries for making and trading goods and services.
	5.8.9	Discuss the advantages and disadvantages and distributive effects of trade restrictions (e.g., tariffs, quotas, and embargoes).
	5.8.10	Evaluate free trade agreements between and among nations.
	5.8.11	Distinguish between the balance of trade and the balance of payments.
	5.8.12	Evaluate the impact of international economic unions on the global community and its influence on the member nations and on different groups within those nations.
	5.8.13	Explain how trends and policies in globalization affect economies in different nations.
	5.8.14	Explain exchange rates and the impact of the strength of the dollar on economic decisions.
AGGREGATE SUPPLY AND AGGREGATE DEMAND		
Topic 5.9	**Analyze how the U.S. economy functions as a whole and describe selected macroeconomic measures of economic activity.**	
	Student Competencies	
	5.9.1	Discuss causes and types of unemployment (e.g., structural, frictional, cyclical, and seasonal).
	5.9.2	Analyze incentives and disincentives of being employed versus incentives and disincentives of being unemployed or underemployed.
	5.9.3	Explain who benefits and who loses with inflation/ deflation.
	5.9.4	Analyze the causes and effect of demand-pull and cost-push inflation.
	5.9.5	Calculate the real interest rate (nominal minus rate of inflation).
	5.9.6	Compare and contrast the different stages of the business cycle (e.g., recovery, expansion, trough, and peak).
	5.9.7	Identify the components of the labor force.
	5.9.8	Differentiate between the types of unemployment (e.g., frictional, structural, cyclical, and seasonal).
	5.9.9	Interpret the Consumer Price Index (CPI) in relationship to purchasing power as a commonly used measure of price-level change.

	5.9.10	Discuss major factors that affect the level of a country's Gross Domestic Product (GDP) (e.g., quantity and quality of natural resources, human capital, and capital stock).
	5.9.11	Locate the per capita GDP of various nations to compare the levels of economic well-being.
	5.9.12	Identify and analyze leading economic indicators and the methods of using the indicators to understand the state of the economy.

PERSONAL FINANCE

PERSONAL DECISION MAKING

Topic 5.10	**Use a data-informed decision-making process as it applies to the roles of citizens, workers, and consumers.**

		Student Competencies
	5.10.1	Define and give examples of economic wants.
	5.10.2	Explain how every individual defines wants and needs differently.
	5.10.3	Apply opportunity costs and trade-offs to personal decision making.
	5.10.4	Apply the steps in a rational decision-making process to a situation involving an economic decision by an individual.
	5.10.5	Recognize the consequences of economic choices.
	5.10.6	Differentiate between types of decisions and identify those for which a formal decision-making process should be used.
	5.10.7	Apply the decision-making process to various types of decisions at different stages of the life cycle.
	5.10.8	Apply the concept of marginalism (e.g., marginal utility) to choice making.
	5.10.9	Analyze the effect of leading economic indicators on a personal financial plan.
	5.10.10	Analyze how ethics affect business and personal financial management decisions.
	5.10.11	Examine the impact of advertising, peer pressure, and family history on personal financial decisions.

EARNING AND REPORTING INCOME

Topic 5.11	**Identify various forms of income and analyze factors that affect income as a part of the career decision-making process.**

		Student Competencies
	5.11.1	Explain how types and availability of jobs are determined primarily by consumer demand in the market-oriented economy of the United States.
	5.11.2	Discuss how personal choices concerning human capital (e.g., experiences, technology, education/training, and other factors) influence income.
	5.11.3	Analyze the characteristics and requirements of occupations of interest, including entrepreneurial opportunities.
	5.11.4	Differentiate between gross and net income.
	5.11.5	Identify benefits as a component of total income.
	5.11.6	Explain the various types of taxes and their impact on purchasing power.
	5.11.7	Identify types of income other than wages (e.g., interest, rent, and profit) that people earn from their resources.
	5.11.8	Discuss how actors affect income from employment such as supply and demand, geographic location, level of education, type of industry, union membership, productivity, skill level, and work ethic.
	5.11.9	Analyze the impact of sociological, economic, and technological changes on future jobs.

	5.11.10	Compare compensation packages that include varying levels of wages and benefits.
	5.11.11	Analyze how career choice, education, and skill affect income and goal attainment.
	5.11.12	Describe the different types of taxes (e.g., progressive, regressive, and proportional) and how they can impact disposable income.
	5.11.13	Explore potential tax deductions and credits on a tax return.
	5.11.14	Calculate personal tax liabilities for various types of taxes (e.g., property, income, sales, FICA, and Medicare).
	5.11.15	Explain the impact of taxes on personal financial planning.
	5.11.16	Calculate net pay.
	5.11.17	Investigate employee benefits and incentives.
	5.11.18	Describe information and required forms relevant to the completion of state and federal income tax forms.

MANAGING FINANCES AND BUDGETING

Topic 5.12	**Develop and evaluate a spending/savings plan.**

Student Competencies

	5.12.1	Identify ways in which individuals and families obtain financial resources.
	5.12.2	Define fixed and variable expenses.
	5.12.3	Categorize expenses as fixed or variable.
	5.12.4	Classify periodic expenses as fixed or variable.
	5.12.5	Determine discretionary income in a spending plan.
	5.12.6	Evaluate a personal spending plan for consumer spending to determine individual financial goals.
	5.12.7	Construct and use a personal spending/savings plan and evaluate it according to short- and long-term goals.
	5.12.8	Discuss reasons why income and spending patterns change throughout the life cycle for the typical person and family.
	5.12.9	Illustrate how income and spending patterns change through the life cycle for the typical person and family.

SAVING AND INVESTING

Topic 5.13	**Evaluate savings and investment options to meet short- and long-term goals.**

Student Competencies

	5.13.1	Describe the advantages and disadvantages of various savings and investing plans.
	5.13.2	Describe how financial institutions use funds deposited as savings and/or investment by customers.
	5.13.3	Identify the risk/return trade-offs for saving and investing.
	5.13.4	Analyze the power of compounding and the importance of starting early in implementing a plan of saving and investing.
	5.13.5	Apply criteria for choosing a savings or investment instrument (e.g., market risk, inflation risk, interest rate risk, political risk, liquidity, and minimum amount needed for investment).
	5.13.6	Distinguish between the rights and responsibilities of owners of debt and equity investments.
	5.13.7	Explain why individuals should change their savings and investing plans throughout their life cycles.
	5.13.8	Differentiate between interest, dividends, capital gains, and rent from property.
	5.13.9	Describe how saving and investing influence economic growth (capital formation).

	5.13.10	Evaluate the tax incentives available for certain investments.
	5.13.11	Identify costs for investments.
	5.13.12	Identify income sources for investments.

BUYING GOODS AND SERVICES

Topic 5.14	**Apply a decision-making model to maximize consumer satisfaction when buying goods and services.**	
	Student Competencies	
	5.14.1	Discuss various ways competition among sellers benefits the consumer.
	5.14.2	Describe reasons and research why there are variances in price for a given item purchased from different providers.
	5.14.3	Use reliable consumer resources to collect information for making buying decisions about durable and nondurable goods.
	5.14.4	Describe consumer rights, responsibilities, and remedies, giving examples of each.
	5.14.5	Compare the costs and benefits of purchasing, leasing, and renting.
	5.14.6	Describe consumer assistance services provided by public and private organizations (e.g., government, the Better Business Bureau, and manufacturers).
	5.14.7	Examine the impact of advertising and marketing on consumer demand and decision making in the global marketplace.
	5.14.8	Research consumer advocacy groups that address consumer rights and responsibilities and describe how an individual can participate.
	5.14.9	Calculate the costs of utilities, services, maintenance, and other expenses involved in independent living.
	5.14.10	Describe the role that supply and demand and market structure play in determining the availability and price of goods and services.
	5.14.11	Explain how a consumer can identify and report fraudulent behavior and practice.

BANKING AND FINANCIAL INSTITUTIONS

Topic 5.15	**Evaluate products and services provided by financial deposit institutions to transfer funds.**	
	Student Competencies	
	5.15.1	Identify the rights and responsibilities associated with using a checking account.
	5.15.2	Describe the steps involved in opening and using a checking account.
	5.15.3	Compare and contrast the different types of checking accounts offered by various financial institutions.
	5.15.4	Differentiate among types of electronic monetary transactions (e.g., debit cards, ATM, and automatic deposits/payments offered by various financial institutions.
	5.15.5	Identify new and emerging methods of transferring money (e.g., PayPal, Zello, Venmo, ApplePay) and how they affect financial institutions.
	5.15.6	Examine the use of banks and other financial institutions from a global consumer perspective (e.g., immigrants to the U.S., fear of banks, cash-based systems in some countries, safety of deposits made in banks in other countries).
	5.15.7	Identify other means of transferring funds (e.g., money orders and certified checks).
	5.15.8	Evaluate products and services and related costs and fees associated with financial institutions in terms of personal banking needs.

	5.15.9	Describe and demonstrate the steps involved in the bank reconciliation process.
	5.15.10	Compare and contrast the various forms of endorsement.
	5.15.11	Compare costs and benefits of online and traditional banking.
	5.15.12	Analyze privacy and security issues associated with financial transactions.
	5.15.13	Explain how certain historical events (e.g., the Depression, 1980s savings and loan crisis, September 11, housing market crisis of 2008, and the health pandemic of 2020) have influenced the banking system and other financial institutions.
	5.15.14	Identify the functions of the Federal Reserve System.

USING CREDIT

Topic 5.16	**Analyze factors that affect the choice of credit, the cost of credit, and the legal aspects of using credit.**

Student Competencies

	5.16.1	Determine advantages and disadvantages of using credit.
	5.16.2	Describe the process to establish credit.
	5.16.3	Evaluate the various methods of financing a purchase.
	5.16.4	Define interest as a cost of credit and explain why it is charged.
	5.16.5	Analyze credit card features and their impact on personal financial planning.
	5.16.6	Explain how the amount of principal, the period of the loan, and the interest rate affect the amount of interest charged.
	5.16.7	Explain why the interest rate varies with the amount of assumed risk.
	5.16.8	Examine the use of credit from a global consumer perspective (e.g., immigrants to the United States, family history, cash-based system in some countries, ease of overextension of credit).
	5.16.9	Explain the need for a sound credit rating.
	5.16.10	Calculate a payment schedule for a loan.
	5.16.11	Calculate interest based on various calculation methods.
	5.16.12	Describe how to improve one's credit score.
	5.16.13	Analyze various sources and types of credit (e.g., short and long-term) and related costs.
	5.16.14	Select an appropriate form of credit for a particular buying decision.
	5.16.15	Compare and contrast the various aspects of credit (e.g., APR, grace period, incentive buying, methods of calculating interest, and fees).
	5.16.16	Explain credit ratings and credit reports and describe why they are important to consumers.
	5.16.17	Describe the relationship between a credit rating and the cost of credit.
	5.16.18	Identify strategies for effective debt management.
	5.16.19	Analyze the sources of assistance for debt management.
	5.16.20	Research rights and responsibilities of consumers according to credit legislation (e.g., truth-in-lending, fair credit reporting, equal credit opportunity, and fair debt collection).
	5.16.21	Compare the legal aspects of different forms of credit (e.g., title transfer, responsibility limits, collateral requirements, and co-signing).

	5.16.22	Explain the implications of foreclosure and bankruptcy.

PROTECTING AGAINST RISK

Topic 5.17	**Analyze choices available to consumers for protection against risk and financial loss.**	
	Student Competencies	
	5.17.1	Explain how all types of insurance are based on the concept of risk sharing and statistical probability.
	5.17.2	Evaluate insurance as a risk management strategy.
	5.17.3	Identify the type of insurance associated with different types of risk (e.g., automobile, personal and professional liability, home and apartment, health, life, long-term care, disability).
	5.17.4	Explain why insurance needs change throughout the life cycle.
	5.17.5	Identify various suppliers of insurance (e.g., public and private).
	5.17.6	Explain the role of insurance in financial planning as a wealth-building and wealth preservation tool.
	5.17.7	Explain the legal expectations for certain insurances (e.g., automobile, health, homeowners).

DEMONSTRATING KNOWLEDGE OF FINANCING POSTSECONDARY EDUCATION AND TRAINING

Topic 5.18	**Analyze choices and resources available to consumers for financing postsecondary education.**	
	Student Competencies	
	5.18.1	Describe benefits, eligibility requirements, and tax implications of state-sponsored tax-advantage-qualified tuition plans as investment options for postsecondary education.
	5.18.2	Identify the multiple pathways to postsecondary education and career preparedness.
	5.18.3	Identify sources of postsecondary education funding.
	5.18.4	Identify the purpose of the Free Application for Federal Student Aid (FAFSA) to determine eligibility for grants, scholarships, and loans and the essential information needed to complete it.
	5.18.5	Describe types of scholarships and identify scholarship scams.
	5.18.6	Examine types of student loans, including federal and private, and identify the associated risks.
	5.18.7	Examine the requirements to remain eligible for financial aid.
	5.18.8	Describe types of aid which do not require repayment, including federal, state, and institutional grants.
	5.18.9	Explain repayment requirements and options for student loans.
	5.18.10	Describe the options for borrowers struggling to make payments and the consequences of failure to repay student loans.

Standard 6	ENTREPRENEURSHIP	

ENTREPRENEURS AND ENTREPRENEURIAL SKILLS

Topic 6.1	Examine the role entrepreneurs play in today's economy and recognize the unique personal characteristics and skills that successful entrepreneurs possess.	
	Student Competencies	
	ROLE OF THE ENTREPRENEUR IN BUSINESS	
	6.1.1	Identify the benefits of being an entrepreneur.
	6.1.2	Analyze the trade-offs between the roles of an entrepreneur and an employee.
	6.1.3	Identify and appraise the unique contributions of entrepreneurs to a country's economy.
	6.1.4	Differentiate between an entrepreneur and an intrapreneur.
	CHARACTERISTICS AND SKILLS OF AN ENTREPRENEUR	
	6.1.5	Analyze the characteristics and skills of successful entrepreneurs.
	6.1.6	Compare and contrast one's personal characteristics and skills with those of an entrepreneur.
	6.1.7	Evaluate the risks and benefits of choosing to become an entrepreneur.
	6.1.8	Examine one's ability to recognize and manage risks as an entrepreneur.
	6.1.9	Self-assess one's personal qualifications and readiness to become an entrepreneur.
	COMMUNICATION SKILLS AND ETHICAL RESPONSIBILITIES	
	6.1.10	Select effective communication techniques for business scenarios.
	6.1.11	Communicate effectively in business activities.
	6.1.12	Define ethics.
	6.1.13	Identify common ethical issues that entrepreneurs encounter.
	6.1.14	Demonstrate integrity in relationships, decisions, and communications.
	6.1.15	Evaluate the best method of communication for business scenarios.
	6.1.16	Prepare for and effectively participate in business collaborations with diverse partners.
	6.1.17	Develop a code of ethics for a business venture.
	6.1.18	Analyze the effect of unethical behavior on a business.
	6.1.19	Identify strategies that facilitate ethical behavior in a business.

ENTREPRENEURIAL TRENDS

Topic 6.2	Recognize trends in society that can lead to entrepreneurial opportunities.	
	Student Competencies	
	ROLE OF THE ENTREPRENEUR IN BUSINESS	
	6.2.1	Identify potential solutions for social and environmental concerns.
	6.2.2	Discuss the impact of business on various stakeholders in society.
	6.2.3	Discuss the ethical dilemma between what is profitable and what is socially responsible.

	6.2.4	Investigate business opportunities related to environmental concerns.
	6.2.5	Identify a social/environmental problem and use entrepreneurial principles to create a business venture to achieve social/environmental change.
	6.2.6	Research business methods and develop product ideas that are socially and environmentally responsible.
	6.2.7	Research sustainable business product choices.
	IDENTIFYING AND CAPITALIZING ON TRENDS	
	6.2.8	Identify products that emerged from changing trends.
	6.2.9	Describe technological changes over the last decade.
	6.2.10	Identify PESTLE trends (Political, Environmental, Societal, Technological, Legal, Economic).
	6.2.11	Design a product or business that takes advantage of current trends.
	6.2.12	Research PESTLE trends.
	6.2.13	Identify the threats to a business as a result of changing trends.

IDEA GENERATION AND VALIDATION (LEAN STARTUP)

Topic 6.3	**Use lean startup methods to generate, develop, and test ideas to identify market and business opportunities.**

	Student Competencies	
	IDEA GENERATION	
	6.3.1	Define value proposition.
	6.3.2	Define design thinking principles.
	6.3.3	Define lean startup.
	6.3.4	Describe opportunities/problems that led to the development of successful entrepreneurial endeavors.
	6.3.5	Generate solution ideas for products and/or services to meet consumers' needs.
	6.3.6	Perform customer discovery to identify consumer pains and problems.
	6.3.7	Design an innovative solution using design thinking principles.
	6.3.8	Describe the value proposition for a product or service solution.
	6.3.9	Refine an existing product or service based on opportunity gaps in the marketplace.
	TESTING AND VALIDATING SOLUTION IDEAS	
	6.3.10	Use consumer feedback to make changes to a product or service idea.
	6.3.11	Define product life cycle.
	6.3.12	Evaluate the viability of alternative solutions for products and/or services.
	6.3.13	Build a basic prototype for a product.
	6.3.14	Define customer validation.
	6.3.15	Compare and contrast different types of prototypes.
	6.3.16	Define minimum viable product (MVP) and describe its role and importance.
	6.3.17	Test a prototype with potential customers.
	6.3.18	Identify methods to iterate through multiple designs and prototypes.
	6.3.19	Analyze where the market is in a product's life cycle.

ECONOMICS		
Topic 6.4	**Apply economic concepts when making decisions for an entrepreneurial venture.**	
	Student Competencies	
	ROLE OF THE ENTREPRENEUR IN THE ECONOMY	
	6.4.1	Describe how a market economy resolves the problems of what, how, and for whom to produce.
	6.4.2	Explain the determinants of supply and demand.
	6.4.3	Explain how supply and demand markets interact to determine price.
	6.4.4	Compare and contrast the different types of market structures.
	6.4.5	Explain the importance of opportunity costs when making a decision.
	6.4.6	Analyze the effect of different market structures on market price.
	6.4.7	Explain why demand is necessary to the success of an entrepreneurial venture.
	6.4.8	Analyze the competition level in a market, the impact on supply, and the effect on price and availability.
	6.4.9	Construct and interpret a demand curve.
	COST ANALYSIS	
	6.4.10	Describe the difference between fixed costs and variable costs.
	6.4.11	Describe the impact of variable costs on pricing.
	6.4.12	Define unit economics.
	6.4.13	Describe the interrelationship between cost and price.
	6.4.14	Compare and contrast pricing approaches for an entrepreneurial venture.
	6.4.15	Calculate unit economics for a given product to find contribution margin.
	6.4.16	Conduct a break-even analysis.
	ROLE OF PROFIT	
	6.4.17	Establish a profit goal for an entrepreneurial venture.
	6.4.18	Evaluate strategies for a business to reach profitability.
	6.4.19	Calculate an entrepreneur's opportunity costs (e.g., value of time and money related to profit/loss).
	6.4.20	Identify strategies to reduce costs (e.g., economies of scale).
	6.4.21	Calculate gross and net profit.
	6.4.22	Identify options for use of profit in a business.
	INTERNATIONAL TRADE	
	6.4.23	Describe the benefits and risks of international trade.
	6.4.24	Investigate opportunities for international trade.
	6.4.25	Explain the effect of government regulations on international trade.
	6.4.26	Research trade agreements and their effects on international trade.
	6.4.27	Identify the challenges of selling to consumers in other countries.
	6.4.28	Describe ways technology has impacted trade among countries.
	6.4.29	Analyze business opportunities considering cultural, legal, political, social, and economic issues.

MARKETING		
Topic 6.5	**Develop a marketing strategy to introduce a product or service.**	
	Student Competencies	
	IDENTIFYING THE MARKET	
	6.5.1	Identify and describe target markets.
	6.5.2	Define and give examples of market segmentation methods.
	6.5.3	Define and give examples of various market types.
	6.5.4	Discuss the concept of market share.
	6.5.5	Utilize primary and secondary data sources to define a target market.
	6.5.6	Formulate and describe a customer profile for a business venture.
	6.5.7	Estimate market share for a specific product or service.
	REACHING THE MARKET	
	6.5.8	Describe the 4 Ps of marketing (Product, Price, Promotion, Place).
	6.5.9	Describe the promotional mix.
	6.5.10	Select appropriate locations for business ventures (e.g., online or physical).
	6.5.11	Identify the advantages and disadvantages of various promotional options.
	6.5.12	Prepare appropriate promotional activities for a business.
	6.5.13	Identify the features and benefits of a product.
	6.5.14	Discuss the importance of pricing.
	6.5.15	Develop a marketing plan for a business that incorporates the 4 Ps.
	6.5.16	Select appropriate channels of sales and distribution to reach a target market.
	6.5.17	Describe how emerging technologies have impacted the components of marketing.
	6.5.18	Analyze various selling platforms and develop a related marketing strategy.
	6.5.19	Develop a promotional budget.
	SUSTAINING AND GROWING THE MARKET	
	6.5.20	Discuss the impact of competition on sustaining and growing market share.
	6.5.21	Describe techniques for obtaining customer feedback.
	6.5.22	Design strategies for maintaining customer loyalty.
	6.5.23	Identify novel ways to increase market share.
	6.5.24	Identify methods businesses use to track customers.
	6.5.25	Research the advantages and disadvantages of selling on credit and how it relates to market share.
	6.5.26	Develop a customer service policy.
	6.5.27	Discuss customer relationship management.
	6.5.28	Conduct a competitive market analysis (e.g., competitor matrix, SWOT, etc.).

FINANCE		
Topic 6.6	**Understand financial concepts and use the financial tools available to make sound business decisions.**	
	Student Competencies	
	DETERMINING CASH NEEDS	
	6.6.1	Determine the resources needed to start a business venture (e.g., materials and labor).
	6.6.2	Determine the costs of starting a business venture.
	6.6.3	Identify projected operational expenses.
	6.6.4	Project the total cash needed to start a business (e.g., startup costs, ongoing operational expenses, and cash reserves).
	OBTAINING FUNDING	
	6.6.5	Differentiate between debt and equity financing.
	6.6.6	Explain the advantages and disadvantages of primary sources of borrowing.
	6.6.7	Discuss potential sources of funding (e.g., mortgage, short-term loan, long-term loan, grants, angel network, investor, credit line, crowdfunding, etc.).
	6.6.8	Identify professionals who can help with advanced business decision making (e.g., attorneys, accountants).
	6.6.9	Compare and contrast debt and equity financing options.
	6.6.10	Assess the role of government assistance in the growth and development of a small business.
	6.6.11	Assess the factors that impact the chances of an entrepreneur receiving a loan.
	6.6.12	Discuss the concept of bootstrapping.
	6.6.13	Prepare and present a pitch to raise equity for a business.

ACCOUNTING		
Topic 6.7	**Recognize that entrepreneurs must establish, maintain, and analyze appropriate records to make business decisions.**	
	Student Competencies	
	6.7.1	Identify types of financial statements and the type of data in each (e.g., income statement, balance sheet, cash flow statement).
	6.7.2	Describe the impact of incomplete and/or inaccurate financial statements on a business.
	6.7.3	Maintain an accurate ledger of business transactions.
	6.7.4	Describe the various financial statements (e.g., income statement, balance sheet, cash flow statement).
	6.7.5	Analyze the effect that inaccurate and/or missing records have on other financial statements.
	6.7.6	Evaluate and use software to record business transactions.
	6.7.7	Prepare basic financial statements (e.g., income statement, balance sheet, cash flow statement).
	6.7.8	Estimate purchasing needs based on sales data.
	6.7.9	Compare actual income and expenses to budgeted amounts for a specific period.

MANAGEMENT		
Topic 6.8	**Develop a management plan for an entrepreneurial venture.**	
	Student Competencies	
	ESTABLISHING A VISION	
	6.8.1	Develop short- and long-term goals for a business venture.
	6.8.2	Develop strategies for achieving goals.
	6.8.3	Create a vision statement for a business venture.
	6.8.4	Create a mission statement for a business venture.
	6.8.5	Create and execute a specific plan to achieve goals.
	HUMAN RESOURCES AND CULTURE	
	6.8.6	Compare and contrast business practices in different cultures.
	6.8.7	Identify skills and traits needed for specific jobs and careers.
	6.8.8	Describe the importance of a diverse workforce.
	6.8.9	Develop a plan to meet human resource needs.
	6.8.10	Create an organizational structure for an entrepreneurial venture.
	6.8.11	Design hiring procedures to obtain qualified and diverse candidates.
	6.8.12	Conduct a task analysis to determine job responsibilities.
	6.8.13	Develop job descriptions for positions in an entrepreneurial venture.
	6.8.14	Explain employee compensation and benefits.
	6.8.15	Identify situations where outsourcing staffing is beneficial (e.g., independent contractors, temporary staffing).
	LEADERSHIP AND TEAM BUILDING	
	6.8.16	Describe the attributes of successful teams and provide examples.
	6.8.17	Explain the importance of clear communication in teams.
	6.8.18	Discuss approaches to resolve conflict in teams.
	6.8.19	Discuss the importance of delegation.
	6.8.20	Discuss team-building processes.
	6.8.21	Demonstrate how successful teams solve problems.
	6.8.22	Explain the impact of leadership styles and management approaches on employee productivity and morale.
	6.8.23	Develop strategies to motivate employees.
	MANAGING RISK	
	6.8.24	Explain ways entrepreneurs can manage risks.
	6.8.25	Differentiate between types of risks (e.g., speculative vs. pure risk).
	6.8.26	Identify types of business insurance.
	6.8.27	Select types of insurance needed for a business venture.
	6.8.28	Identify the potential costs to a business associated with various risks.
	6.8.29	Conduct a risk assessment and develop a risk management plan.

LEGAL		
Topic 6.9	**Analyze how forms of business ownership, government regulations, and legal regulations affect entrepreneurial ventures.**	
	Student Competencies	
	FORMS OF BUSINESS OWNERSHIP	
	6.9.1	Define the alternative legal structures of entrepreneurial ventures (e.g., sole proprietorship, partnership, corporation).
	6.9.2	Define and give examples of franchising.
	6.9.3	Describe the advantages and disadvantages of owning a franchise.
	6.9.4	Compare and contrast the advantages and disadvantages of the different types of business ownership.
	6.9.5	Describe special types of business ownership (e.g., S corporations, LLCs, cooperatives).
	6.9.6	Investigate procedures for forming a business entity.
	GOVERNMENT AND LEGAL REGULATIONS	
	6.9.7	Give examples of government regulations that affect business.
	6.9.8	Explain reasons for government regulation of business.
	6.9.9	Identify and evaluate the various types of laws and agencies that regulate business.
	6.9.10	Explain how tax policies affect business.
	6.9.11	Explain how licensure affects business.
	6.9.12	Identify licenses that a small business must obtain.
	6.9.13	Identify ways of protecting ideas and inventions (e.g., patents, trademarks, copyright).
	6.9.14	Explain various forms of intellectual property protections and how they are established.
	6.9.15	Assess the need for legal guidance and identify sources of assistance.
BUSINESS MODELS AND PLANNING		
Topic 6.10	**Develop a plan to launch and operate a business.**	
	Student Competencies	
	6.10.1	Define a traditional business plan and a lean startup business plan.
	6.10.2	Describe the components of a traditional business plan.
	6.10.3	Identify and describe the elements in a learn startup business plan.
	6.10.4	Define business model.
	6.10.5	Describe the components of a business model.
	6.10.6	Compare and contrast business models with business plans.
	6.10.7	Research business planning resources and information.
	6.10.8	Develop a business model for an entrepreneurial venture.
	6.10.9	Develop a business plan for an entrepreneurial venture.
	6.10.10	Evaluate the effectiveness of a business model for a specific business.
	6.10.11	Identify opportunities to pivot a business model.

Standard 7	*INFORMATION TECHNOLOGY*

IMPACT ON SOCIETY

Topic 7.1	**Assess the impact of information technology in a diverse global society.**

		Student Competencies
	7.1.1	Describe the impact of technology on the knowledge and skills needed for success in the workplace.
	7.1.2	Describe how information technology affects worker-management relationships (e.g., outsourcing, communications, and cloud computing).
	7.1.3	Identify and evaluate how information technology developments change the way users do their work.
	7.1.4	Describe how information technology creates greater interdependence among workers, organizations, and nations.
	7.1.5	Explain how information technology has impacted worker productivity and teamwork.
	7.1.6	Analyze the potential societal effect of widespread reliance on information technology.
	7.1.7	Analyze how human ingenuity and technology satisfy specific human needs.
	7.1.8	Evaluate the cause and effect of technological solutions on society.
	7.1.9	Analyze how developments in information technology affect the supply/demand characteristics of the job market.
	7.1.10	Illustrate how information technology changes organizational structures.
	7.1.11	Examine how information technology changes the breadth and level of worker responsibilities.
	7.1.12	Evaluate how information technology transforms business processes and relationships.
	7.1.13	Assess how information technology changes the manner in which training is offered and implemented.
	7.1.14	Identify emerging trends in information technology and predict influences on business, industry, and the global economy.
	7.1.15	Analyze and compare society's influence on information technology and information technology's influence on our diverse, global society.

INFORMATION LITERACY

Topic 7.2	**Gather, evaluate, synthesize, use, cite, and disseminate information from technology sources.**

		Student Competencies
	7.2.1	Evaluate the accuracy, relevance, and comprehensiveness of retrieved information.
	7.2.2	Draw conclusions and make generalizations based on information gathered.
	7.2.3	Access, exchange, organize, and synthesize information.
	7.2.4	Analyze the effectiveness of information resources to support collaborative tasks, research, publications, communications, and increased productivity.
	7.2.5	Synthesize information from data sources to formulate decisions across the curriculum.
	7.2.6	Analyze and use mathematical and/or statistical methods to manipulate data into useful information.
	7.2.7	Present analyzed information in a meaningful format.

DIGITAL CITIZENSHIP		
Topic 7.3		**Demonstrate respectful, responsible, inclusive, and ethical behavior in a digital world.**
		**Student Competencies**
	7.3.1	Identify and explore basic privacy issues associated with technology.
	7.3.2	Explore the risks and dangers of sharing personal information in a digital world (e.g., digital footprint, cyberbullying, cyberstalking, identity theft).
	7.3.3	Explore the possibilities and perils of digital communications.
	7.3.4	Discuss and apply Internet safety practices.
	7.3.5	Identify how social media is used to learn across the curriculum.
	7.3.6	Explore how technology can be used to address bias and create more inclusive communities.
	7.3.7	Discuss basic issues related to responsible use of technology and describe personal or legal consequences of inappropriate use.
	7.3.8	Demonstrate respectful and responsible use and creation of media and technology.
	7.3.9	Demonstrate the appropriate and legal use of intellectual property.
	7.3.10	Demonstrate legal, inclusive, and ethical behaviors when using information technologies.
	7.3.11	Identify aspects of global connectivity and its implications.
	7.3.12	Demonstrate appropriate etiquette when using information technologies.
	7.3.13	Discuss the process of safely buying and selling online.
	7.3.14	Review acceptable use policies for legal and ethical use of information.
	7.3.15	Recognize the importance of one's digital footprint and manage it professionally.
	7.3.16	Recognize responsible use of digital commerce.
	7.3.17	Recognize how information technology contributes to lifelong learning.
	7.3.18	Implement organizational policies and procedures dealing with legal, ethical, and inclusive issues.
	7.3.19	Compare and contrast various types of license agreements (e.g., open source, creative commons, multiple license agreements, single-user installation, site license).
	7.3.20	Read, interpret, and adhere to software license agreements and legal mandates.
	7.3.21	Analyze legal and ethical dilemmas within the framework of current laws and legislation (e.g., virus development, hacking, threats, phishing).
DEVICES AND COMPONENTS		
Topic 7.4		**Describe current and emerging devices and components; configure, install, and upgrade equipment; diagnose problems; and repair hardware.**
		**Student Competencies**
	7.4.1	Describe interrelationships between device components and supportive applications.
	7.4.2	Troubleshoot and diagnose applications and devices using appropriate resources (e.g., help desks, online help, manuals).
	7.4.3	Evaluate devices and features to make sound consumer decisions.
	7.4.4	Compare and contrast various storage devices (e.g., local, removable, remote, cloud).

	7.4.5	Remove, upgrade, store, and install computer hardware and supportive applications.
	7.4.6	Troubleshoot and repair computer hardware and resolve related application problems.
	7.4.7	Obtain hardware certification(s) needed for a chosen career path.
	7.4.8	Evaluate and recommend devices to solve specific problems.
	7.4.9	Analyze cost-benefit and life cycle of devices.
	7.4.10	Evaluate device vendors, warranties, and purchasing options.

OPERATING SYSTEMS

Topic 7.5	**Identify, evaluate, select, install, use, upgrade, and customize operating systems. Diagnose and solve problems with various types of operating system utilities.**

Student Competencies

	7.5.1	Navigate the basic operating system.
	7.5.2	Manage local and cloud-based files and folders.
	7.5.3	Describe various operating systems, platforms, and utilities (e.g., Android, iPhone system, Chrome, opensource).
	7.5.4	Describe features of operating systems that can be personalized.
	7.5.5	Differentiate between operating systems and applications.
	7.5.6	Compare and contrast the functions, features, and limitations of different operating systems and utilities (e.g., open-source, mobile, and proprietary operating systems).
	7.5.7	Select operating systems and utilities appropriate for specific hardware, software, and tasks.
	7.5.8	Install and customize operating systems and utilities.
	7.5.9	Diagnose and repair installation and operational problems of operating systems.
	7.5.10	Identify and use appropriate help resources (e.g., help desks, online help, and manuals) to install, configure, upgrade, diagnose, and repair operating systems and utilities.
	7.5.11	Maintain operating system security.
	7.5.12	Troubleshoot and repair network operating system connectivity.
	7.5.13	Describe the use and benefit of operating systems running in a virtual environment.
	7.5.14	Install operating systems running in a virtual environment.
	7.5.15	Obtain operating system certification(s) needed for a chosen career path.

INPUT TECHNOLOGIES

Topic 7.6	**Use various input technologies to enter and manipulate information appropriately.**

Student Competencies

	7.6.1	Select appropriate input technology to optimize performance.
	7.6.2	Apply a variety of input technologies to maximize productivity.
	7.6.3	Use a variety of input technologies to optimize academic and workplace performance.
	7.6.4	Create media using a variety of input technologies.

APPLICATIONS		
Topic 7.7	**Identify, evaluate, select, install, use, upgrade, troubleshoot, and customize applications.**	
	Student Competencies	
	7.7.1	Use help features and reference materials to learn applications.
	7.7.2	Evaluate and select the appropriate applications to productively complete tasks.
	7.7.3	Identify application installation options (local, web-based, software as a service [SaaS]).
	7.7.4	Identify and use resources to solve problems using application software.
	7.7.5	Compare and contrast application features.
	7.7.6	Install, upgrade, and customize applications.
	7.7.7	Evaluate providers, licensing, and purchasing options.
	7.7.8	Use the collaborative features of applications to accomplish organizational tasks.
	7.7.9	Apply advanced features of applications for productivity.
	7.7.10	Evaluate the effectiveness of applications to solve specific problems.
	7.7.11	Diagnose and solve problems resulting from an application's installation and use.
	7.7.12	Compare and contrast locally-installed, web-based, and software as a service (SaaS) installations of software applications.
	7.7.13	Use applications to analyze data for making good business decisions.
	7.7.14	Obtain software industry certification(s) needed for a chosen career path.
	7.7.15	Demonstrate the transferability of skills between applications.
	7.7.16	Diagnose and solve application problems.
	7.7.17	Select and integrate productivity software products appropriate for various computer and cloud platforms.
	7.7.18	Identify, evaluate, and select software specific to an organizational function and/or industry.
	7.7.19	Analyze cost benefit and life cycle of applications.
	7.7.20	Create training materials for applications.
DIGITAL MEDIA		
Topic 7.8	**Use, analyze, and create digital media.**	
	Student Competencies	
	7.8.1	Explore current and emerging digital media.
	7.8.2	Select and apply digital media appropriate for specific tasks.
	7.8.3	Create digital media to enhance academic achievement across the curriculum.
	7.8.4	Identify and select appropriate delivery methods and tools for digital media projects.
	7.8.5	Explore the impact of digital media on society.
	7.8.6	Troubleshoot digital media applications.
	7.8.7	Create digital media projects collaboratively.
	7.8.8	Use elements of digital and visual literacy appropriately.
	7.8.9	Interpret, analyze, and determine meaning for digital media production.
	7.8.10	Create an original high-end, professional quality media production.

	7.8.11	Analyze the societal impacts of digital media.
	7.8.12	Analyze and select appropriate digital media formats and properties (e.g., plug-ins, codecs, compression).
	7.8.13	Analyze digital media delivery tools and their effect on business functions.
	7.8.14	Evaluate and configure digital media delivery system solutions (e.g., streaming media servers, custom authored media, open media-sharing solutions).
	7.8.15	Select and integrate digital media appropriate for various platforms.
	7.8.16	Obtain digital media industry certification(s).

WEB DEVELOPMENT AND DESIGN

Topic 7.9	**Design, develop, test, implement, update, and evaluate web solutions.**	
	Student Competencies	
	7.9.1	Identify and utilize various types of resources for web development.
	7.9.2	Identify and apply appropriate design concepts.
	7.9.3	Design and create web pages.
	7.9.4	Design and create websites incorporating digital media.
	7.9.5	Publish websites on local and cloud-based web development platforms.
	7.9.6	Identify client and target audience needs.
	7.9.7	Create content that is readable, accessible, searchable, and sticky.
	7.9.8	Explain and use various Internet protocols.
	7.9.9	Research and apply accessibility guidelines and laws affecting website design.
	7.9.10	Assess website content in terms of organizational policies, inclusive practices, and federal and state laws.
	7.9.11	Research and analyze hosting and domain name solutions.
	7.9.12	Compare and contrast the features of web development applications and web content management systems.
	7.9.13	Use digital media optimized for website integration.
	7.9.14	Install and configure web development applications and plug-ins.
	7.9.15	Design, develop, and deliver advanced web content and applications using authoring tools.
	7.9.16	Build dynamic web elements utilizing scripting, coding, and database integration.
	7.9.17	Create a comprehensive website using industry design standards.
	7.9.18	Test, implement, and evaluate the website.
	7.9.19	Analyze web server solutions and platforms.
	7.9.20	Plan, set up, and configure a web server.
	7.9.21	Design e-commerce solutions.
	7.9.22	Troubleshoot advanced server and site dilemmas.
	7.9.23	Analyze work flow and project management procedures relevant to web design.
	7.9.24	Build responsive websites to support all platforms (e.g., computer, mobile, tablet).
	7.9.25	Develop organizational policy for website content and access.
	7.9.26	Connect web servers to application servers for interoperability.
	7.9.27	Obtain web development and design industry certification(s).

DATABASE MANAGEMENT SYSTEMS		
Topic 7.10	**Use, plan, develop, and maintain database management systems.**	
	Student Competencies	
	7.10.1	Identify the appropriate type of database for a particular situation.
	7.10.2	Identify the variety of data types that are stored in database management systems.
	7.10.3	Create, modify, and extract data from databases for decision making.
	7.10.4	Describe search strategies and use them to solve common information problems.
	7.10.5	Organize and present the results of data retrieval through reports.
	7.10.6	Identify the concepts and terminology for enterprise-level databases.
	7.10.7	Plan, develop, and implement an enterprise-level database management system.
	7.10.8	Utilize the application development tools from various vendors to interact with a developed enterprise-level database management system.
	7.10.9	Analyze, assess, and troubleshoot enterprise-level database management systems.
	7.10.10	Deploy database development tools to create solutions for reaching organizational goals.
	7.10.11	Obtain database management industry certification(s).
PROJECT MANAGEMENT AND SYSTEMS ANALYSIS		
Topic 7.11	**Analyze and design projects and information systems using appropriate management and development tools.**	
	Student Competencies	
	7.11.1	Define project management principles.
	7.11.2	Use project management to complete projects across the curriculum.
	7.11.3	Build timelines for projects.
	7.11.4	Apply project management concepts for collaborative works projects.
	7.11.5	Identify the different project management methodologies.
	7.11.6	Identify and explain the steps in the systems development life cycle.
	7.11.7	Identify and describe various structured analysis and design tools.
	7.11.8	Use project management to manage information systems development projects.
	7.11.9	Analyze a current system using structured systems analysis tools.
	7.11.10	Define system requirements using structured systems analysis tools.
	7.11.11	Incorporate appropriate user interface design principles.
	7.11.12	Identify and apply appropriate application development tools.
	7.11.13	Develop a conversion plan.
	7.11.14	Develop design specifications for record types, output, and data stores.
	7.11.15	Create appropriate documentation for information systems.
	7.11.16	Develop a testing plan.
	7.11.17	Develop a training plan.
	7.11.18	Obtain project management industry certification.

PROGRAMMING AND APPLICATION DEVELOPMENT		
Topic 7.12	**Design, develop, test, and implement programs and applications.**	
	Student Competencies	
	7.12.1	Identify and define programming terminology.
	7.12.2	Demonstrate the ability to code using programming tools.
	7.12.3	Identify and explain programming structures.
	7.12.4	Differentiate between source and object code.
	7.12.5	Choose the appropriate language or application development tool for specific tasks.
	7.12.6	Use scripting languages in application development.
	7.12.7	Apply design principles to programming tasks.
	7.12.8	Develop both procedural and object-oriented programs.
	7.12.9	Select and incorporate appropriate compiler.
	7.12.10	Code common tasks using application development tools.
	7.12.11	Code a program solution in more than one programming language.
	7.12.12	Test, debug, and document code.
	7.12.13	Maintain and reengineer existing code.
	7.12.14	Develop programs and applications for a variety of platforms.
	7.12.15	Explore the integration of artificial intelligence (AI) in application development.
	7.12.16	Design 3D, augmented reality, and gaming environments in relationship to the development of applications.
	7.12.17	Explore immersive and visualization techniques.
	7.12.18	Obtain programming industry certification(s).
DATA AND NETWORKING INFRASTRUCTURES		
Topic 7.13	**Develop the skills to design, deploy, and administer networks and telecommunications systems.**	
	Student Competencies	
	7.13.1	Identify basic network connectivity concepts.
	7.13.2	Apply basic networking terminology to a network environment.
	7.13.3	Explore and use cloud computing.
	7.13.4	Identify and use basic networking resources.
	7.13.5	Recognize the impact of the convergence of communication technologies on networks.
	7.13.6	Configure basic networking devices and security.
	7.13.7	Identify network connectivity hardware and related software.
	7.13.8	Identify network architecture and topologies.
	7.13.9	Identify and distinguish network protocols, standards, and theoretical models in actual implementations.
	7.13.10	Identify network hardware infrastructure components including networking media and connection hardware and software.
	7.13.11	Design and develop network infrastructure.
	7.13.12	Explore distributed cloud infrastructures.

	7.13.13	Install and configure network servers, routers, clients, and related hardware and software.
	7.13.14	Monitor and manage computer networks.
	7.13.15	Apply virtualization technologies to servers, networks, storage, and related infrastructure.
	7.13.16	Configure and manage network operating systems in multi-vendor environments.
	7.13.17	Implement hardware and software security solutions.
	7.13.18	Monitor and fortify network security.
	7.13.19	Develop enterprise networking solutions.
	7.13.20	Obtain telecommunications and networking industry certification(s).

INFORMATION TECHNOLOGY PLANNING AND ACQUISITION

Topic 7.14	**Plan the selection and acquisition of information technologies.**	
	Student Competencies	
	7.14.1	Identify personal technology needs and budget.
	7.14.2	Identify and research reliable sources of information about information technologies.
	7.14.3	Select appropriate information technologies.
	7.14.4	Identify and analyze user needs within an organization.
	7.14.5	Research and identify information technology solutions to meet organizational needs.
	7.14.6	Compare, contrast, and identify potential solutions to meet the needs for an organization.
	7.14.7	Analyze, compare, and contrast total costs of ownership for information technology solutions and the return on investment (ROI).
	7.14.8	Explore sustainability strategies relative to information technology planning, acquisition, and disposal.
	7.14.9	Develop request for proposals for information systems.
	7.14.10	Evaluate bid specifications received from vendors.
	7.14.11	Identify the importance of inventory management and system life cycles on decision making.
	7.14.12	Develop and present a project plan for identifying, evaluating, selecting, purchasing, installing, and supporting an information system.

SECURITY AND RISK MANAGEMENT

Topic 7.15	**Design and implement security and risk management policies and procedures for information technology.**	
	Student Competencies	
	7.15.1	Identify and discuss privacy issues relative to the individual and within an organization.
	7.15.2	Implement organizational policies and procedures for security, privacy, and risk management.
	7.15.3	Discuss the risks of data loss and methods of prevention.
	7.15.4	Apply ergonomic techniques to information technology tasks to avoid injury.
	7.15.5	Identify and demonstrate good personal cybersecurity hygiene practices at home and work.
	7.15.6	Analyze security, privacy, and risk management issues.
	7.15.7	Identify potential risks to enterprise systems from physical or cyber threats.
	7.15.8	Implement configuration management strategies.
	7.15.9	Implement procedures used to recover information from failures and security breaches.

	7.15.10	Implement controls to prevent loss of integrity of data and other information resources.

END-USER SUPPORT AND TRAINING

	Topic 7.16	**Develop the technical and interpersonal skills and knowledge to train and support a diverse user community.**
	Student Competencies	
	7.16.1	Work in a team to solve problems and share knowledge.
	7.16.2	Tutor and support others in information technology skills.
	7.16.3	Develop technical reading skills.
	7.16.4	Develop technical writing, digital communication, and presentation skills to work effectively with global cultures and diverse individuals.
	7.16.5	Develop critical thinking skills to locate resources to solve problems.
	7.16.6	Develop interpersonal skills.
	7.16.7	Use information technologies to facilitate learning.
	7.16.8	Explore online learning opportunities.
	7.16.9	Demonstrate an inclusive, customer-oriented, service-quality approach with users.
	7.16.10	Use a logical and structured approach to isolate, identify, and resolve problems.
	7.16.11	Identify, evaluate, and use resources for problem identification and resolution.
	7.16.12	Identify and use help-desk software.
	7.16.13	Develop help-desk procedures.
	7.16.14	Develop traditional and computer-mediated training materials for users.
	7.16.15	Obtain industry certification in one or more information technology areas.
	7.16.16	Explain the need for lifelong learning and professional growth.

INFORMATION TECHNOLOGY AND BUSINESS FUNCTIONS

	Topic 7.17	**Describe the information technology components of business functions and explain their interrelationships.**
	Student Competencies	
	7.17.1	Identify and examine information systems and their impact on the enterprise (e.g., Enterprise Resource Planning [ERP] systems).
	7.17.2	Identify and explain the major components of marketing and sales information technologies and their interrelationships.
	7.17.3	Identify and explain the major components of accounting and finance information technologies and their interrelationships.
	7.17.4	Identify and explain the major components of manufacturing and logistics information technologies and their interrelationships.
	7.17.5	Identify and explain the major components of research and development information technologies and their interrelationships.
	7.17.6	Identify and explain the major components of human resource management information technologies and their interrelationships.

INFORMATION TECHNOLOGY CAREERS		
Topic 7.18	**Explore career opportunities in information technology.**	
	Student Competencies	
	7.18.1	Identify information technologies commonly used in all careers.
	7.18.2	Discuss the impact of information technology on all careers.
	7.18.3	Identify common tasks performed in information technology careers.
	7.18.4	Identify and explore career opportunities in information technology.
	7.18.5	Examine education, experience, skills, and personal requirements for careers in information technology.
	7.18.6	Describe the impact of technological change on information technology positions and the resulting need for lifelong learning.
	7.18.7	Experience an information technology career (e.g., job shadowing, community service, apprenticeship, internship, entry-level job, virtual career exploration).
	7.18.8	Identify the benefits of industry certifications and higher education for various information technology careers.

Standard 8	***INTERNATIONAL BUSINESS***

FOUNDATIONS OF INTERNATIONAL BUSINESS

Topic 8.1	**Explain the role of international business and identify its benefits and costs; analyze how it impacts business at all levels, including the local, state, national, and international levels.**

<table>
<tr><td colspan="3" align="center">Student Competencies</td></tr>
<tr><td colspan="3">ROLE AND IMPACT</td></tr>
<tr><td>8.1.1</td><td colspan="2">Discuss the role the United States has played in international trade throughout history.</td></tr>
<tr><td>8.1.2</td><td colspan="2">Discuss an understanding of the relationship between international events and business activities.</td></tr>
<tr><td>8.1.3</td><td colspan="2">Explain the role of international business at the local, state, and national levels.</td></tr>
<tr><td>8.1.4</td><td colspan="2">Describe the impact of international business activities on the local, state, national, and international economies.</td></tr>
<tr><td>8.1.5</td><td colspan="2">Identify international trade partners and describe the trading patterns of companies based on region, state, and country.</td></tr>
<tr><td>8.1.6</td><td colspan="2">Interpret the impact of emerging economies and political changes on international operations, markets, commodity supplies, and unemployment rates.</td></tr>
<tr><td colspan="3">GEOGRAPHY</td></tr>
<tr><td>8.1.7</td><td colspan="2">Identify the current major emerging markets.</td></tr>
<tr><td>8.1.8</td><td colspan="2">Locate the major trade regions of the world.</td></tr>
<tr><td>8.1.9</td><td colspan="2">Explain how time zones around the world affect businesses.</td></tr>
<tr><td>8.1.10</td><td colspan="2">Describe the resources (e.g., ports; trade routes; transportation centers; foreign trade zones; and natural, financial, and human resources) of major cities around the world.</td></tr>
<tr><td colspan="3">CAREER OPPORTUNITIES</td></tr>
<tr><td>8.1.11</td><td colspan="2">Research a career that involves working internationally.</td></tr>
<tr><td>8.1.12</td><td colspan="2">List the skills and qualifications needed for a selected international business career path.</td></tr>
<tr><td>8.1.13</td><td colspan="2">Create a plan to obtain the skills and qualifications to enter a selected international business career.</td></tr>
<tr><td>8.1.14</td><td colspan="2">Explain how regional and global economies, social and cultural factors, and the political environment can affect educational and career opportunities.</td></tr>
<tr><td colspan="3">TRAVEL CONSIDERATIONS</td></tr>
<tr><td>8.1.15</td><td colspan="2">Identify and locate major U.S. representational offices for travel assistance abroad.</td></tr>
<tr><td>8.1.16</td><td colspan="2">Identify the major transportation systems of selected countries.</td></tr>
<tr><td>8.1.17</td><td colspan="2">Detail the processes for securing travel documents.</td></tr>
<tr><td>8.1.18</td><td colspan="2">Explain factors affecting an international business trip.</td></tr>
<tr><td>8.1.19</td><td colspan="2">Assess risks involved in international business travel.</td></tr>
</table>

THE GLOBAL BUSINESS ENVIRONMENT		
Topic 8.2		**Describe the interrelatedness of the social, cultural, political, legal, economic, and technological factors that shape and impact the global business environment.**
		**Student Competencies
		SOCIAL AND CULTURAL INFLUENCES*
	8.2.1	Illustrate the differences between multicultural (heterogeneous) and single culture (homogeneous) environments.
	8.2.2	Identify distinctive social and cultural factors that affect business activities (e.g., time, workday, workweek, schedules, and holidays).
	8.2.3	Compare the social roles of various subpopulations (e.g., women and minorities) in different countries.
	8.2.4	Define intercultural competence and discuss its importance when working in a global context.
	8.2.5	Describe how historical events shaped cultural and social structures of various countries.
	8.2.6	Research gift giving in business relationships in several cultures and give examples of appropriate and inappropriate gifts for persons in a given country.
	8.2.7	Compare business entertainment in various parts of the world.
	8.2.8	Discuss the significance of relationship building across different cultures.
	8.2.9	Compare and contrast the role of hierarchy across countries and how hierarchy affects business practices.
	8.2.10	Compare the business protocol of various countries.
	8.2.11	Analyze the value and use of time in various cultures.
	8.2.12	Develop a plan for receiving business visitors from a specific country.
	8.2.13	Define "Base of the Pyramid" markets and identify social and cultural differences in these markets that affect business markets.
	8.2.14	Develop a plan for hosting (or maybe even welcoming) business visitors from a specific country.
	8.2.15	Analyze the effect the U.S. companies have had on the culture of another country when they have entered into a business relationship with them.
		*POLITICAL ENVIRONMENT*
	8.2.16	Differentiate among various forms of governments.
	8.2.17	Discuss current world events that impact international business.
	8.2.18	Identify and explain formal and informal trade barriers.
	8.2.19	Describe how trade barriers and incentives affect choice of location for companies operating internationally.
	8.2.20	Analyze the impact of political environments on international business.
	8.2.21	Describe how historical events shaped the political structure of various countries.
		*LEGAL SYSTEMS*
	8.2.22	Identify legal systems in various countries.
	8.2.23	Describe the various legal systems existing in the world, including common law, civil law, and theocratic law.
	8.2.24	Define contract law and describe how it governs contract enforcement in various countries.
	8.2.25	Describe the differences between the legal systems of various countries and compare them to the codes, statutes, and common laws of the United States.

	8.2.26	Describe the challenges that U.S. licensing requirements for exporting products and services present to a U.S. company involved in exporting.
	8.2.27	Recognize legal differences in areas such as consumer protection, product safety, labor laws, contract formulation, liability, and taxation for various countries.
	8.2.28	Compare U.S. worker protections and benefits with other countries.
	8.2.29	Define methods for resolving legal differences (e.g., mediation, arbitration, and litigation) in different countries and cultures.
	8.2.30	Identify the levels of regulation applied to intellectual properties (e.g., copyrights, trademarks, and patents) in different countries.
	8.2.31	Describe formal practices a given country uses to limit international companies from establishing or conducting business.
	8.2.32	Describe how historical events shaped the legal system of various countries.
	8.2.33	Identify a current listing of countries with whom U.S. companies are restricted from conducting business.
ECONOMIC ENVIRONMENT		
	8.2.34	Identify the natural, human, and capital resources used to produce goods and services exported to other countries.
	8.2.35	Describe the decision-making process, opportunity costs, and scarcity as they relate to international business situations.
	8.2.36	List characteristics that define the various levels of economic development of countries.
	8.2.37	Define terms such as inflation, gross domestic product (GDP), purchasing power parity (PPP), balance of trade, foreign debt, and cost of living.
	8.2.38	Describe various economic systems, including free market economy, government-controlled/centrally planned market economy, and a mixed market economy.
	8.2.39	Explain the difference between the free market economy and the government-controlled economy.
	8.2.40	Identify how economic issues (e.g., inflation, foreign debt, GDP, PPP, interest rates, and cost of living) affect international business activities.
	8.2.41	Analyze the availability of resources in a country and the country's economic potential to improve the GDP by engaging in international trade.
	8.2.42	Explain how opportunity costs are used in decision making to allocate resources.
	8.2.43	Describe situations in which comparative and absolute advantages occur.
	8.2.44	Identify how various economic systems influence what is produced, how it is produced, for whom it is produced, and who benefits from this production.
	8.2.45	Discuss the effect of demographics, literacy level, technology, natural resource availability, and infrastructure on the level of a country's economic development.
	8.2.46	Analyze competitive situations that companies face in global business markets.
	8.2.47	Interpret current economic statistics for various countries using official websites and reports.
	8.2.48	Identify how international business activities affect the balance of trade.
	8.2.49	Appraise the comparative and absolute advantage of several countries given specific trade opportunities.
	8.2.50	Evaluate the competitive strengths and weaknesses of a company involved in international business.

	8.2.51	Discuss the role of informal economic activities in developing and industrialized economies.

INTERNATIONAL BUSINESS COMMUNICATION

Topic 8.3	**Apply communication strategies necessary and appropriate for effective and mutually beneficial international business relations.**

	Student Competencies	
	ORAL AND WRITTEN COMMUNICATION	
	8.3.1	Discuss challenges that can arise in a multilingual business environment.
	8.3.2	Discuss complications resulting from speaking, writing, or interpreting a language incorrectly.
	8.3.3	In a given language, use words and phrases important to business professionals.
	8.3.4	Explain conversation modifications for communicating with a person who speaks English as a second language.
	8.3.5	Identify the effect of translators and interpreters on international business communication and relations.
	8.3.6	Compare the use of and the information provided on business cards throughout the world.
	8.3.7	Explain the usage of names, titles, and ranks in different cultures and countries.
	8.3.8	Compose effective business communications for the global business environment that demonstrate an understanding of differences in tone, style, format, media, and contexts.
	8.3.9	Evaluate the use of English in international communications.
	8.3.10	Assess business consequences that may result when incorrectly speaking, writing, or interpreting another language or culture.
	8.3.11	Identify resources and tools that can assist in facilitating effective business communication.
	NONVERBAL COMMUNICATION	
	8.3.12	Identify cultural differences in dress, gestures, and social behaviors throughout the world.
	8.3.13	Identify examples of nonverbal communications affecting international business relationships and negotiations.
	8.3.14	Compare cultural attitudes about the use of time, silence, space, gestures, body language, and body and eye contact to successful international business relationships.
	NEGOTIATIONS	
	8.3.15	Discuss how people from various cultures approach business negotiations.
	8.3.16	Describe how the process of negotiating may be affected by cultural differences.
	TECHNOLOGY AND SOCIAL MEDIA	
	8.3.17	Identify appropriate online resources to use when researching, planning, and implementing international business activities.
	8.3.18	Describe the role and use of electronic communication tools (e.g., video- and computer-conferencing, webcasting, podcasting, and blogging) in international business activities.
	8.3.19	Evaluate which telecommunication or electronic methods are most appropriate for given international business situations.
	8.3.20	Identify technology tools and applications to facilitate global business activities.

GLOBAL BUSINESS ETHICS AND SOCIAL RESPONSIBILITY		
Topic 8.4	**Describe the factors that define what is considered ethical and socially responsible business behavior in a global business environment.**	
	Student Competencies	
	8.4.1	Define ethics and social responsibility.
	8.4.2	Compare ethics at corporate, individual, and cultural levels.
	8.4.3	Discuss the relationship between law and ethics.
	8.4.4	List business actions that may positively or negatively influence ethical decisions regarding the environment, the consumer, and the well-being of society.
	8.4.5	Identify stakeholders to whom international companies are responsible.
	8.4.6	Identify current and emerging ethical issues in the global business environment.
	8.4.7	Explain how a country's culture, history, and politics can influence ethical decisions.
	8.4.8	Describe potential consequences of unethical business dealings in various international settings.
	8.4.9	Identify key proactive strategies that international companies can use to build an ethical business culture.
	8.4.10	Identify pressures that international firms may face when dealing with ethical business issues.
	8.4.11	Identify leading organizations that provide guidance for ethical international business practices.
	8.4.12	Identify what is included in the Corporate Code of Ethical Conduct.

ORGANIZATIONAL STRUCTURES FOR INTERNATIONAL BUSINESS ACTIVITIES		
Topic 8.5	**Identify forms of business ownership and entrepreneurial opportunities available in international business.**	
	Student Competencies	
	FORMS OF BUSINESS OWNERSHIP	
	8.5.1	Identify types of ownership of selected businesses involved in international trade.
	8.5.2	Suggest an appropriate form of business ownership (e.g., sole proprietorship, partnership, or corporation) for different international business situations.
	ENTREPRENEURIAL OPPORTUNITIES	
	8.5.3	Identify potential international business opportunities for locally-based companies.
	8.5.4	Identify risks and rewards related to doing business in a specific country.
	8.5.5	Identify organizations, government agencies, and other resources that a small and/or medium-sized business might use to investigate international business opportunities.
	8.5.6	Debate the advantages and disadvantages of expansion into international business activities for a given business.
	INTERNATIONAL BUSINESS INVOLVEMENT	
	8.5.7	Distinguish between licensing and franchising for international business activities.
	8.5.8	Describe internal and external factors that influence a company's international expansion.
	8.5.9	Create examples of joint ventures and strategic alliances for international business activities.

INTERNATIONAL TRADE

Topic 8.6	Relate balance of trade concepts to the import/export process.

<table>
<tr><td colspan="3" align="center">Student Competencies</td></tr>
<tr><td colspan="3"><i>IMPORTING AND EXPORTING</i></td></tr>
<tr><td>8.6.1</td><td colspan="2">Discuss the differences between exporting a good and exporting a service.</td></tr>
<tr><td>8.6.2</td><td colspan="2">Identify goods and services imported to and/or exported from a state, region, and country.</td></tr>
<tr><td>8.6.3</td><td colspan="2">Identify reasons why countries trade with each other.</td></tr>
<tr><td>8.6.4</td><td colspan="2">List the steps in the importing and exporting process.</td></tr>
<tr><td>8.6.5</td><td colspan="2">Identify the main participants in international trade.</td></tr>
<tr><td>8.6.6</td><td colspan="2">Identify the risks associated with importing and exporting.</td></tr>
<tr><td>8.6.7</td><td colspan="2">Describe situations appropriate for exporting.</td></tr>
<tr><td>8.6.8</td><td colspan="2">Identify information and sources of financial assistance for facilitating the import/export process.</td></tr>
<tr><td>8.6.9</td><td colspan="2">Discuss the benefits of a Free Trade Zone (FTZ).</td></tr>
<tr><td>8.6.10</td><td colspan="2">Explain the factors that influence a company's commitment to the country(ies) in which it conducts business.</td></tr>
<tr><td>8.6.11</td><td colspan="2">Compare the benefits and costs of indirect and direct exporting.</td></tr>
<tr><td>8.6.12</td><td colspan="2">Analyze the import or export potential for a product or service.</td></tr>
<tr><td>8.6.13</td><td colspan="2">Assess the ability of a company to pursue import/export opportunities.</td></tr>
<tr><td>8.6.14</td><td colspan="2">Describe the role of state and federal agencies and other organizations that provide importing/exporting information and assistance.</td></tr>
<tr><td>8.6.15</td><td colspan="2">Explain how historical events have contributed to the formation of strategic trade alliances.</td></tr>
<tr><td colspan="3"><i>TRADE BARRIERS, INCENTIVES, AND AGREEMENTS</i></td></tr>
<tr><td>8.6.16</td><td colspan="2">Discuss why governments impose trade barriers (e.g., quotas, tariffs, licensing requirements, and exchange rate controls) and offer trade incentives.</td></tr>
<tr><td>8.6.17</td><td colspan="2">Describe several international trade agreements and organizations (e.g., World Trade Organization [WTO]; European Union [EU]; United States-Mexico-Canada Agreement [USMCA], which replaces North American Free Trade Agreement [NAFTA]; and Mercado Común del Sur [MERCOSUR]) and identify and locate on a map the countries involved in each trade organization.</td></tr>
<tr><td>8.6.18</td><td colspan="2">Compare unilateral, bilateral, and multilateral trade agreements.</td></tr>
<tr><td>8.6.19</td><td colspan="2">Illustrate and explain the relationships of the major trade alliances with each other.</td></tr>
<tr><td>8.6.20</td><td colspan="2">Discuss the benefits to countries for entering into trade agreements.</td></tr>
<tr><td colspan="3"><i>BALANCE OF TRADE</i></td></tr>
<tr><td>8.6.21</td><td colspan="2">Describe major exports, imports, and trading partners for selected countries.</td></tr>
<tr><td>8.6.22</td><td colspan="2">Describe why balance of trade matters to the local community, state, or country.</td></tr>
<tr><td>8.6.23</td><td colspan="2">Calculate positive and negative trade balances.</td></tr>
</table>

INTERNATIONAL MANAGEMENT	
Topic 8.7	**Analyze special challenges in operations, human resources, and strategic management in international business.**
Student Competencies	
OPERATIONS AND PRODUCTION	
8.7.1	Describe the production processes used to create goods and services in different countries.
8.7.2	Identify how the cultural variances in different worldwide locations in the international operations and production areas affect the management functions of planning, organizing, influencing, and controlling.
8.7.3	Identify factors that influence the use of a particular organizational structure (e.g., functional, product, geographic, or matrix) for global business operations.
8.7.4	Describe uses of centralized and decentralized organizational structures.
8.7.5	Describe how quality measurement and management relate to the efficiency and effectiveness of an organization's international business operations.
8.7.6	Discuss the economic and cultural factors that influence a company's decision to use manual, automated, and computerized production systems.
8.7.7	Explain quality standards as they relate to international commerce.
HUMAN RESOURCES	
8.7.8	Describe the different living and working conditions found in various countries.
8.7.9	Identify the historical events in various countries that have affected how people work and relate to each other.
8.7.10	Identify the factors that influence the application of managerial styles in different countries.
8.7.11	Define such terms as host country, home country, expatriate, national, and third country.
8.7.12	Identify how motivational techniques for workers may differ when used in different cultures.
8.7.13	Discuss requirements for employment in various countries.
STRATEGIC MANAGEMENT	
8.7.14	Explain the advantages and disadvantages to a company in having access to a global labor pool
INTERNATIONAL MARKETING	
Topic 8.8	**Apply marketing concepts to international business situations.**
Student Competencies	
FOREIGN MARKETS AND CONSUMER BEHAVIOR	
8.8.1	Describe what a company must consider when marketing a product/service in other countries.
8.8.2	Illustrate how social, cultural, technological, geographic, and political factors influence consumer buying behavior in different cultures.
8.8.3	Contrast international consumer markets and business markets.
8.8.4	Evaluate market potential for a product or service in a foreign market.
8.8.5	Describe how consumer behavior and foreign markets can affect the elements of the marketing mix.
8.8.6	Describe how cultural differences may affect the way a product is advertised and/or marketed in different countries.
8.8.7	Discuss the role of social media in international branding and marketing.

		MARKETING RESEARCH
	8.8.8	Describe the difference between primary and secondary market research.
	8.8.9	Define the steps in the marketing research process— from defining a problem to communicating results.
	8.8.10	Explain how the marketing research process, including data collection, can differ in international settings.
	8.8.11	Create a data collection survey instrument for an international marketing research study applying knowledge of social and cultural facts in a specific country.
	8.8.12	Locate credible Internet resources that may provide valuable information to use in making international marketing decisions.
		PRODUCT DEVELOPMENT
	8.8.13	Describe how a company might assess the potential for a product in different markets.
	8.8.14	Explain how culture affects product packaging and how it may need to be altered before marketing the product in a new environment.
	8.8.15	Explain quality standards as they relate to product development and packaging.
	8.8.16	Discuss the challenges of using different measurement systems.
	8.8.17	Suggest ways of dealing with the challenge of using different measurement systems.
	8.8.18	Describe situations in which global (standardized) versus international (adapted) products would be sold.
	8.8.19	Explain the marketing mix elements for a service company that sells in several countries.
	8.8.20	Explain how social, cultural, and political factors affect the new product development process.
	8.8.21	Describe how the product life cycle can be affected in an international business environment.
	8.8.22	Explain the impact of recycling and environmental concerns in different countries on governmental policies and consumer expectations for product design and packaging.
		PRICING STRATEGIES
	8.8.23	Identify elements that should be considered in determining the price of the product.
	8.8.24	Explain how currency exchange rates, economic conditions, and the international business environment affect prices charged in international markets.
	8.8.25	Explain the benefits and drawbacks of dumping for domestic and international companies and countries.
		DISTRIBUTION CHANNELS AND INTERMEDIARIES
	8.8.26	Define direct and indirect distribution channels.
	8.8.27	Identify direct and indirect distribution channels.
	8.8.28	Define supply chain management (SCM).
	8.8.29	Contrast direct and indirect distribution channels for international marketing.
	8.8.30	Identify differences in the roles of agents, wholesalers, retailers, freight forwarders, export companies, trading companies, and customs brokers.
		TRANSPORTATION AND SHIPPING
	8.8.31	Describe situations in which each transportation method would be most appropriate.
	8.8.32	Discuss the impact of geography on product distribution.
	8.8.33	Describe and locate the local resources (e.g., ports, trade routes, transportation centers, and foreign trade zones) in your region.

	8.8.34	Describe the shipping terms set by the International Chamber of Commerce, known as Incoterms®2020 rules (e.g., FOB, CIF).
	8.8.35	Discuss the factors in determining the appropriate mode of transportation for international shipments (e.g., cost, time, size, perishability).
	8.8.36	Explain the impact in carbon footprint, time, and cost when choosing from among different transportation methods for freight of differing size and weight.
*PROMOTIONAL ACTIVITIES*
	8.8.37	Collect advertisements related to international business.
	8.8.38	Identify the target market and message conveyed in advertisements from international businesses.
	8.8.39	Identify promotion strategies that can be used to promote products internationally.
	8.8.40	Discuss how media can be used in different international markets to promote products and services.
	8.8.41	Analyze the influence of social and cultural factors that affect promotions in international markets.
	8.8.42	Create a sales presentation for a product that is appropriate for an international market.
	8.8.43	Critique advertisements aimed at consumers in an international market.
	8.8.44	Modify an advertisement or promotional activity to address a new international target market.
**INTERNATIONAL FINANCE**
Topic 8.9		**Explain the concepts, role, and importance of international finance and risk management.**
**Student Competencies**
*CURRENCY AND EXCHANGE*
	8.9.1	Define basic terms such as currency, currency exchange, barter, and countertrade.
	8.9.2	Calculate simple currency exchange transactions.
	8.9.3	Explain how currency exchange rates affect business transactions.
	8.9.4	Identify potential problems associated with dealing in foreign currencies.
	8.9.5	Describe how economic conditions, balance of payment situations, and political issues affect currency values.
	8.9.6	Distinguish between currencies (e.g., floating versus fixed and convertible versus nonconvertible).
	8.9.7	Define the role of central banks and how they affect currency rates.
*FINANCIAL INSTITUTIONS AND TRADE AGREEMENTS*
	8.9.8	List sources of capital for international, transnational, multi-national, and global companies.
	8.9.9	Describe the international monetary system and supranational organizations, such as the International Monetary Fund (IMF) and the World Bank.
	8.9.10	Identify basic elements of the international securities markets.
*PAYMENT METHODS AND REPORTING*
	8.9.11	Explain how a business finances trade with a partner in another country.
	8.9.12	Describe various payment methods used in international transactions, including letters of credit, open account, wire transfer, and draft.
	8.9.13	Describe the mechanics, terminology, conditions, and terms of letters of credit and other documents.
	8.9.14	Identify essential components of payment documents used in payment for international trade activities.

	8.9.15	Discuss implications of new currencies such as Bitcoin and other cryptocurrencies for international trade.
	8.9.16	Research the use of FinTech (financial technology) for facilitating international trade payments.
	RISK MANAGEMENT	
	8.9.17	Identify major foreign exchange and commercial risks associated with international business activities.
	MICROFINANCE ACTIVITIES	
	8.9.18	Define basic terms such as microloan, microfinance institution, trust group.
	8.9.19	Explain how microloans provide business opportunities in developing economies.
	8.9.20	Distinguish between microloans and other microfinance services (e.g., microinsurance, microsavings, transfers of funds).
	8.9.21	Explain the role of various formal and informal microfinance providers.

Standard 9	*MANAGEMENT*	
MANAGEMENT FUNCTIONS		
Topic 9.1	**Analyze the management functions and their implementation and integration within the business environment.**	
	Student Competencies	
	PLANNING	
	9.1.1	Apply the decision-making process to business applications, including family businesses.
	9.1.2	Acknowledge the existence of bias in decision making.
	9.1.3	Analyze possible outcomes of a decision.
	9.1.4	Discuss the importance of vision and mission statements.
	9.1.5	Discuss the importance of vision, mission, goals, and objectives setting within the context of the business environment.
	9.1.6	Develop a vision statement.
	9.1.7	Describe how operational and strategic planning differ.
	9.1.8	Prepare a business plan.
	ORGANIZING	
	9.1.9	List the various types of resources needed to manage a business.
	9.1.10	Explain the importance of organizing resources in business.
	9.1.11	Discuss the importance of using teams when organizing a business.
	9.1.12	Explain how management identifies and uses various resources in the organizing process to accomplish goals.
	9.1.13	Explain the advantages and disadvantages of centralizing and decentralizing responsibility and authority when organizing a business.
	9.1.14	Discuss how accountability for decision making is assured in an organization.
	9.1.15	Design an organizational chart.
	LEADING	
	9.1.16	Define leadership.
	9.1.17	Discuss characteristics of effective and ineffective leaders.
	9.1.18	Explain the importance of motivation in leadership.
	9.1.19	Demonstrate leadership in a small group with or without having formal authority.
	9.1.20	Differentiate between leading and managing.
	9.1.21	Compare and contrast leadership styles.
	9.1.22	Identify the leadership style most appropriate for a given situation.
	9.1.23	Explain the difference between leadership traits and leadership behaviors.
	9.1.24	Differentiate between extrinsic and intrinsic motivation and how it manifests itself in a business environment.
	CONTROLLING	
	9.1.25	Discuss the importance of the controlling function in the business environment.
	9.1.26	Describe the importance of controlling.

	9.127	Explain the steps in the control process.
	9.1.28	Compare and contrast feedforward, concurrent, and feedback control.
	9.1.29	Analyze the need for changing control mechanisms in decentralized organizations.

MANAGEMENT THEORIES

Topic 9.2	**Analyze the management theories and their application within the business environment.**

Student Competencies		
	9.2.1	Discuss why knowledge of the evolution of management theories is valuable.
	9.2.2	Identify and discuss the evolution of management theories (e.g., Taylor, Weber, Follett, McGregor).
	9.2.3	Explain how management theories and research inform practice.
	9.2.4	Explain how practice informs management and management education research.

BUSINESS ORGANIZATION

Topic 9.3	**Analyze the organization of a business.**

Student Competencies		
FORMS OF BUSINESS OWNERSHIP		
	9.3.1	Define and provide examples of the basic forms of business ownership (e.g., sole proprietorship, partnership, and corporation).
	9.3.2	Identify variations of basic forms of business ownership (e.g., franchise, limited partnership, limited liability company, and S corporation).
	9.3.3	Compare and contrast the basic forms of business ownership.
	9.3.4	Differentiate among an international, a multinational, and a transnational organization.
MANAGEMENT LEVELS		
	9.3.5	Identify levels of management.
	9.3.6	Describe the interaction between and among management levels.
	9.3.7	Differentiate between tall and flat organization structures.
	9.3.8	Describe the role of self-managed work teams.
ORGANIZATIONAL STRUCTURE		
	9.3.9	Describe types of organizational structure.
	9.3.10	Identify the advantages and disadvantages of organizing using teams.
	9.3.11	Distinguish among functional, divisional, and matrix organizational structures.
	9.3.12	Identify the factors that influence an organization's structure (e.g., size, environment, human resources, technology, and strategy).

PERSONAL MANAGEMENT SKILLS

Topic 9.4	**Develop personal management skills to function effectively and efficiently in a business environment.**

Student Competencies		
TIME MANAGEMENT		
	9.4.1	Analyze a personal time management schedule for a given time period.

	9.4.2	Design and implement a time management schedule as a result of a time management analysis.
	9.4.3	Evaluate and modify a time management plan as appropriate.
	STRESS MANAGEMENT	
	9.4.4	Identify stressors in personal life.
	9.4.5	Determine appropriate reactions to stressors.
	9.4.6	Identify stressors in the business environment.
	9.4.7	Determine appropriate reactions to stressors in the business environment.
	9.4.8	Recognize the benefits of motivational stress.
	PROFESSIONAL GROWTH AND DEVELOPMENT	
	9.4.9	Recognize the need for lifelong learning.
	9.4.10	Recognize the need for mentoring and networking.
	COMMUNICATION SKILLS (REFER TO THE COMMUNICATION STANDARDS)	
	9.4.11	Explain the importance of effective communication in business.
	9.4.12	Identify various types of communication channels.
	9.4.13	Use feedback to enhance the communication process.
	9.4.14	Identify effective communication skills for the business environment.
	9.4.15	Discuss nonverbal cues and what they communicate.
	9.4.16	Identify major problems that prevent effective communication in organizations.
	RELATIONSHIP BUILDING (Refer to the Career Development and Communication Standards)	
	9.4.17	Describe the advantages and disadvantages of networking to achieve personal goals.
	9.4.18	Establish a common goal with a team.
	9.4.19	Identify available resources inside and outside the school for making professional contacts (e.g., professional organizations, business schools, alumni, and business leaders).
	9.4.20	Evaluate the progress made toward achieving the common goal as a team.
	9.4.21	Explain why different management styles can be equally effective and successful.
	BEHAVIORAL ATTRIBUTES AND TRAITS	
	9.4.22	Explain why understanding yourself is essential for being a good manager.
	9.4.23	Describe different methods for enhancing self-awareness.
	9.4.24	Explain the concept of emotional intelligence.
	MOTIVATION	
	9.4.25	Define motivation.
	9.4.26	Explain how individual needs motivate behavior.
	9.4.27	Contrast how expectancy, equity, goal-setting, and selfefficacy motivate behavior.
	9.4.28	Discuss the motivational implications of reinforcement principles and strategies.
	9.4.29	Explain the relationship between motivation and performance.
	9.4.30	Describe process and content theories of motivation.
	9.4.31	Identify ways managers can motivate employees.

	CONFLICT MANAGEMENT	
	9.4.32	Discuss common misconceptions about conflict.
	9.4.33	Identify the different types of conflict.
	9.4.34	Compare and contrast the different types of conflict.
	9.4.35	Identify the stages of conflict and the characteristics of each stage.
	9.4.36	Describe the differences between functional and dysfunctional conflict.

ETHICS AND SOCIAL RESPONSIBILITY

Topic 9.5	**Examine the role of ethics and social responsibility in decision making.**	
	Student Competencies	
	ETHICS	
	9.5.1	Explain the importance of ethical standards in conducting business.
	9.5.2	Describe ethical dilemmas faced by managers.
	9.5.3	Prepare key questions to determine whether a behavior is ethical.
	9.5.4	Create a personal code of ethics.
	9.5.5	Examine a business code of ethics.
	9.5.6	Explain the importance of an ethical work environment.
	9.5.7	Identify the impact of unethical behavior on a business.
	9.5.8	Explain the relationship between ethics and governmental regulations.
	9.5.9	Identify guidelines for ethical decision making.
	9.5.10	Identify ethical considerations resulting from various situations (e.g., technological advances, global competition, employer-employee relationships, and consumer relations).
	SOCIAL RESPONSIBILITY	
	9.5.11	Define social responsibility.
	9.5.12	Identify ways in which an organization demonstrates social responsibility (e.g., providing jobs, paying taxes, and contributing to community projects).
	9.5.13	Identify ways in which an organization demonstrates social responsibility toward its internal and external stakeholders.
	9.5.14	Discuss the impacts resulting from an organization being socially responsible toward its internal and external stakeholders.

HUMAN RESOURCE MANAGEMENT

Topic 9.6	**Describe human resource functions and their importance to an organization's successful operation and strategic congruence.**	
	Student Competencies	
	HUMAN RESOURCE PLANNING	
	9.6.1	Define human resource planning.
	9.6.2	Identify functions and activities of the human resource unit.
	9.6.3	Define outsourcing as it relates to human resource planning.

	RECRUITMENT AND SELECTION	
	9.6.4	Explain the recruitment function.
	9.6.5	Identify recruitment sources.
	9.6.6	Identify selection tools and explain how they are used (e.g., interviews, tests, and reference checks).
	9.6.7	Identify legislation affecting the recruitment and selection processes (e.g., Title VII of Civil Rights Act of 1964, affirmative action, Americans with Disabilities Act, and Genetic Information Nondiscrimination Act).
	9.6.8	Explain the concept of talent acquisition.
	EMPLOYEE DEVELOPMENT	
	9.6.9	Explain the purpose of orientation and training in successful employee performance.
	9.6.10	Discuss why professional development is a shared responsibility between a business and an employee.
	9.6.11	Explain the importance of career planning and management.
	9.6.12	Explain the difference between job enlargement and job enrichment.
	PERFORMANCE APPRAISAL/REVIEW	
	9.6.13	Explain the purpose of employee performance appraisals.
	9.6.14	Identify the two main types of employee appraisals.
	9.6.15	Explain how an employee's performance is evaluated.
	9.6.16	Identify the impact of performance appraisals on employees and the organization.
	9.6.17	Explain the legal ramifications of performance appraisals.
	COMPENSATION, PROMOTION, BENEFITS, AND INCENTIVES	
	9.6.18	Identify and describe compensation plans, benefit packages, and incentive programs available to employees.
	9.6.19	Identify non-salary issues such as flextime, childcare, discounts, tuition programs, etc.
	9.6.20	Identify and explain advancement opportunities within an organization.
	9.6.21	Identify issues encountered when determining levels of compensation.
	SEPARATION, TERMINATION, AND TRANSITION	
	9.6.22	Define and discuss the concept of rightsizing.
	9.6.23	Describe legal reasons for terminating employees.
	9.6.24	Describe the process of progressive discipline.
	LABOR RELATIONS	
	9.6.25	Explain the role of management in labor relations.
	9.6.26	Describe an employment contract.
	9.6.27	Define right to work state.
ORGANIZED LABOR		
Topic 9.7	**Describe the role and impact of organized labor on an organization's operations.**	
	Student Competencies	
	9.7.1	Describe the history of the labor movement and why unions were organized.
	9.7.2	Describe the collective bargaining process.
	9.7.3	Explain the role of labor unions in the collective bargaining process.

EMPLOYEE RELATIONS		
Topic 9.8	**Create a positive and safe workplace environment that allows managers and employees to have cooperative workplace interactions and conduct business legally, ethically, and effectively with civility.**	
	Student Competencies	
	9.8.1	Identify the ways to report inappropriate behavior in a professional setting.
	9.8.2	Define sexual harassment.
	9.8.3	Identify instances of sexual harassment.
	9.8.4	Define the role of managers in addressing employee performance or conduct issues.
	9.8.5	Identify ways to recognize employees and their contributions.
TECHNOLOGY AND INFORMATION MANAGEMENT		
Topic 9.9	**Utilize information and technology tools to conduct business effectively and efficiently.**	
	Student Competencies	
	TECHNOLOGY TOOLS (REFER TO INFORMATION TECHNOLOGY STANDARDS)	
	9.9.1	Identify information used in decision making in the business environment.
	9.9.2	Use electronic resources to access and transmit information.
	9.9.3	Describe how organizations access, share, and protect information.
	9.9.4	Use appropriate technology tools for specific business applications.
	INFORMATION MANAGEMENT	
	9.9.5	Define knowledge management.
	9.9.6	Interpret, analyze, and synthesize information for decision making.
	E-BUSINESS	
	9.9.7	Explore e-commerce websites.
	9.9.8	Differentiate between e-commerce and e-business.
	9.9.9	Explain how successful e-business systems depend upon much more expertise than just technical skill in website design.
	9.9.10	Evaluate an e-business website.
INDUSTRY ANALYSIS		
Topic 9.10	**Analyze a business organization's competitive position within the industry.**	
	Student Competencies	
	COMPETITION	
	9.10.1	Identify ways organizations compete (e.g., quality, service, status, and price).
	9.10.2	Define market share.
	9.10.3	Describe strategies to increase market share.
	9.10.4	Compare and contrast various forms of competition (pure competition, monopolistic competition, oligopoly, and monopoly).
	9.10.5	Describe how various laws impact competition (e.g., Sherman Antitrust Act and Robinson-Patman Act).

		COMPETITIVE ADVANTAGE
	9.10.6	Define competitive advantage.
	9.10.7	Analyze various organizations to determine their competitive advantage.
	9.10.8	Discuss how financial ratios are used in business decision making.
		INTERNAL AND EXTERNAL SOURCES OF DATA
	9.10.9	Identify internal and external data sources valuable for strategic planning.
	9.10.10	Explain how organizations use internal and external data sources for planning and control.

FINANCIAL DECISION MAKING

Topic 9.11	**Analyze financial data influenced by internal and external factors in order to make short-term and long-term decisions.**

		Student Competencies
		FINANCIAL STATEMENTS
	9.11.1	Describe the purpose of financial statements.
	9.11.2	Distinguish between internal and external financial statements.
	9.11.3	Interpret the data shown on financial statements (e.g., income statement, balance sheet, cash flow statement, and statement of net worth).
		SHORT-TERM AND LONG-TERM FINANCING
	9.11.4	Identify sources of short- and long-term financing.
		RISK MANAGEMENT
	9.11.5	Identify risks to business.

OPERATIONS MANAGEMENT

Topic 9.12	**Apply operations management principles and procedures to the design of an operations plan.**

		Student Competencies
		PRODUCT DESIGN (GOODS/SERVICES)
	9.12.1	Identify methods and tools to design or redesign products.
		SCHEDULING
	9.12.2	Identify factors considered in scheduling.
	9.12.3	Describe the tools that assist in the scheduling process.
		MATERIALS PROCUREMENT
	9.12.4	Define supply chain management.
	9.12.5	Explain the benefits of establishing and maintaining close working relationships with suppliers.
	9.12.6	Identify factors considered when selecting suppliers (e.g., quality, price, and reliable delivery).
		INVENTORY MANAGEMENT
	9.12.7	Define inventory control.
	9.12.8	Identify methods of inventory control.
	9.12.9	Discuss inventory control concerns.

GLOBAL PERSPECTIVE		
Topic 9.13		**Examine the issues of corporate culture and managing in the global environment.**
**Student Competencies	
		LEGAL ISSUES*
	9.13.1	Identify the legal issues related to managing an organization in the global environment.
		*ECONOMIC CONSIDERATIONS*
	9.13.2	Identify examples of the economic impact of globalization in business.
	9.13.3	Identify global economic factors that impact business.
		*WORKPLACE DIVERSITY*
	9.13.4	Define and discuss the value and challenges of diversity in global organizations.
	9.13.5	Discuss the impact of diversity within the global business environment.
	9.13.6	Identify the advantages of a diverse workforce.
	9.13.7	Define key concepts in both organizational cultures and international cultures.
	9.13.8	Discuss how symbols, norms, values, rituals, etc. that represent a diverse workforce can affect an organization.
	9.13.9	Explain Hofstede's Cultural Dimensions Theory.
		*GLOBAL PARTNERING*
	9.13.10	Define forms of global market entry strategies (e.g., licensing, joint ventures, exporting, importing, and franchising).
	9.13.11	Identify businesses that have global partners.
	9.13.12	Explain the value and pitfalls of having a global partner.
		*GLOBAL CORPORATE SOCIAL RESPONSIBILITY (CSR)*
	9.13.13	Define and provide an example of global corporate social responsibility.
	9.13.14	Explain how global organizations can demonstrate CSR in domestic and foreign countries.
	9.13.15	Identify CSR partnership opportunities in various countries.

Standard 10	*MARKETING*	

FOUNDATIONS OF MARKETING

Topic 10.1	**Recognize the customer-oriented nature of marketing and analyze the impact of marketing activities on the individual, business, and society.**

	Student Competencies

	10.1.1	Describe the factors that influence customer-business relationships (e.g., return policies, pricing, distribution, and advertising).
	10.1.2	Describe the role of marketing in building customer demand for goods and services.
	10.1.3	Identify the laws that protect customers and/or constrain marketing activities.
	10.1.4	Examine the cost of obtaining new customers versus the cost of maintaining current customers.
	10.1.5	Recognize that a successful marketing strategy is built on positive customer relationships and understanding the target market.
	10.1.6	Recognize how the elements of the marketing mix (e.g., product, price, place, and promotion) create an image or personality (position) for a product and connect directly to customers' needs and wants.
	10.1.7	Describe the wide scope of marketing—business-to-consumer, business-to-business, consumer-to-consumer, group buying, industrial, nonprofit, personal, government, and electronic.
	10.1.8	Describe the importance of marketing in a global economy.
	10.1.9	Discuss marketing practices that violate customer rights and consumer advocacy (specifically the impact of marketing on consumer privacy concerns).

CONSUMERS AND THEIR BEHAVIOR

Topic 10.2	**Analyze the characteristics, motivations, and behaviors of consumers.**

	Student Competencies

	CHAACTERISTICS OF CONSUMER BEHAVIOR
	10.2.1	Describe how consumer differences shape wants and needs.
	10.2.2	Distinguish between high involvement and low involvement products.
	10.2.3	Describe characteristics of the changing domestic and global populations (e.g., demographics, psychographics, and geography).
	10.2.4	Describe the impact of consumer differences (e.g., life stages, benefits sought, usage rate, brand loyalty, and socioeconomic characteristics) on buying decisions.
	10.2.5	Differentiate between intermediary customers and end users (e.g., business, government, households, industry, nonprofit, retailers, wholesalers).
	10.2.6	Differentiate between rational (cognitive) and emotional (affective) buying motives.
	10.2.7	Describe the steps in the consumer buyer decision process.
	10.2.8	Analyze how customer perceptions and impressions of a physical or virtual business impact purchase behavior.
	SEGMENTATION AND TARGET MARKETS
	10.2.9	Define market segmentation and describe how it is used.

	10.2.10	Describe market segments targeted by companies.
	10.2.11	Identify the tools of market segmentation (e.g., demographics, psychographics, and geographics).
	10.2.12	Explain ways that segmentation can be used to identify target markets.

EXTERNAL FACTORS		
Topic 10.3	**Analyze the influence of external factors on marketing.**	
	Student Competencies	
	GOVERNMENT AND LEGAL REGULATIONS	
	10.3.1	Identify specific regulations/laws that impact domestic and international marketing.
	10.3.2	Identify the marketing regulations/laws that govern the World Wide Web (e.g., protection of trademarks, patents, and copyrights).
	10.3.3	Describe the impact of specific marketing regulations/ laws on both domestic and international business.
	ETHICAL ISSUES	
	10.3.4	Identify ethical issues and their impact on marketing.
	10.3.5	Differentiate between ethical and unethical marketing practices.
	10.3.6	Identify examples of where and how personal information can be accessed on the World Wide Web.
	10.3.7	Describe a code of ethical behavior for marketing.
	10.3.8	Explain how unethical behavior can lead to government regulations.
	10.3.9	Compare and contrast ethical standards in domestic and international markets.
	10.3.10	Describe how consumer expectations regarding the privacy of personal information on the World Wide Web (e.g., social media, websites, e-mail, blogs) influence marketing.
	ECONOMIC ISSUES	
	10.3.11	Determine how local, domestic, and international economic conditions affect marketing.
	10.3.12	Discuss how marketing and de-marketing affect the local, domestic, and international economies.
	COMPETITIVE ENVIRONMENT	
	10.3.13	Compare and contrast marketing strategies of competitors in a single industry.
	10.3.14	Identify the role of the market leader, challenger, follower, and nicher in an industry.
	10.3.15	Explain competitive market structures (e.g., monopoly, monopolistic, oligopolistic, and pure competition) and the impact they have on marketing decisions.
	10.3.16	Describe ways competition affects marketing decisions.
	10.3.17	Assess how a company's competitive role in an industry impacts its marketing strategies.
	10.3.18	Identify how technology affects competition and marketing decisions.
	10.3.19	Analyze how companies develop strategic competitive advantage through corporate strengths.
	10.3.20	Evaluate the impact of entrepreneurs on global marketplace competition.
	STAKEHOLDERS	
	10.3.21	Recognize that groups can affect business decisions.
	10.3.22	Identify who the stakeholders are for a business.
	10.3.23	Compare and contrast types of stakeholders and their impact on business decisions.

	10.3.24	Identify special interest groups concerned with marketing policy (e.g., shareholders, consumer groups, labor groups, and environmental groups).
	10.3.25	Describe how special interest groups influence marketing (e.g., pressure from government and labor groups).
	10.3.26	Analyze how marketers respond to the concerns of special groups.
	SOCIOCULTURAL ISSUES	
	10.3.27	Identify specific differences in cultural norms and values that may influence marketing.
	10.3.28	Discuss how sociocultural groups impact marketing strategies.
	10.3.29	Describe ways cultural differences, both domestic and international, affect marketing activities.
	10.3.30	Analyze ways in which marketers may respond to the concerns of sociocultural groups.
	TECHNOLOGY	
	10.3.31	Identify ways that evolving technologies (e.g., s-commerce, f-commerce, e-commerce, and mobile technologies) affect marketing strategy.
	10.3.32	Explain the benefits of having a technological advantage over competition.
	10.3.33	Evaluate how companies are marketing products using social media.
	10.3.34	Examine the ways emerging technologies are shaping the marketing arena.
THE MARKETING MIX		
Topic 10.4	**Analyze the elements of the marketing mix, their interrelationships, how they are used in the marketing process, and their role in positioning.**	
	Student Competencies	
	PRODUCTS AND SERVICES	
	10.4.1	*CLASSIFICATION*
	10.4.2	Classify products into consumer categories (e.g., convenience, shopping, specialty, and unsought goods) or industrial categories (e.g., raw materials, component parts, and installations).
	10.4.3	Describe levels of product (e.g., core, actual, and augmented).
	10.4.4	Analyze marketing mix strategies for each product classification.
	10.4.5	Analyze how brand differentiation and positioning can be achieved at the core, actual, and/or augmented levels of a product.
		NEW PRODUCT DEVELOPMENT AND IDEAS
	10.4.6	Describe ways in which companies modify existing products and services.
	10.4.7	Develop ideas for improving existing products and services.
	10.4.8	Describe the process of new product and/or service development (e.g., idea generation, development, and test marketing).
	10.4.9	Identify ethical issues associated with product development.
	10.4.10	Analyze the differences in consumer wants and needs in the global environment and how this drives product development and positioning.
		PACKAGING
	10.4.11	Explain the functions of packaging and why each is important.
	10.4.12	Identify the common elements of packaging.

	10.4.13	Explain issues of ethics and social responsibility in packaging (e.g., sustainability, false and misleading claims, durability).
	10.4.14	Identify packaging options for different market segments (e.g., size, language, weight).
		BRANDING
	10.4.15	Describe the relationship between brand and price.
	10.4.16	Describe brand positioning and loyalty.
	10.4.17	Identify qualities of an effective brand.
	10.4.18	Explain the impact of brands on consumer behavior.
	10.4.19	Examine reasons for brand loyalty.
	10.4.20	Explain the different kinds of brand sponsorship (i.e., national brands, private brands, brand licensing).
		PRODUCT LINE & PRODUCT MIX
	10.4.21	Define product line.
	10.4.22	Define product mix.
	10.4.23	Recognize consumer demand.
	10.4.24	Describe the product line.
	10.4.25	Explain how product lines can be grown through line filling and line stretching.
	10.4.26	Describe the parameters of the product mix (e.g., length, width, depth).
	10.4.27	Explain consumer demand.
	10.4.28	Examine the role consumer demand plays in line extension, brand extension, and new product lines.
	10.4.29	Explain product portfolio analysis (e.g., the BDG growth-share matrix, market-product expansion grid).
		PRODUCT AUGMENTATION
	10.4.30	Identify examples of product augmentation (e.g., product warranty, technical support, installation, or service contract).
	10.4.31	Create product augmentation strategies.
	10.4.32	Explain the role of product augmentation in adding value and creating competitive advantage.
	10.4.33	Compare and contrast augmentation strategies for similar products.
		PRODUCT LIFE CYCLE
	10.4.34	Define product life cycle.
	10.4.35	Describe the stages of a product life cycle.
	10.4.36	Examine the product life cycle stage of products.
	10.4.37	Apply marketing strategies to extend the product life cycle.
PLACE		
	10.4.38	Identify the marketing functions (e.g., buying, selling, storing, transporting, standardization and grading, financing, risk-taking, gathering marketing information).
	10.4.39	Describe the marketing (distribution) channel.
	10.4.40	Explain the roles of the different members of a marketing (distribution) channel (e.g., manufacturer, wholesaler, and retailer).

	10.4.41	Explain the advantages and disadvantages of the five methods of distribution (rail, air, truck, ship, and pipeline) as it relates to types of products.
	10.4.42	Compare and contrast direct and indirect marketing channels for various industries.
	10.4.43	Describe how technology has transformed marketing channels.
	10.4.44	Explain how buyer preferences shape marketing channels.
	10.4.45	Define and describe different types of supply chains.
PRICE		
	10.4.46	Identify the factors that contribute to a product's price (e.g., cost, quality, competition, and brand loyalty).
	10.4.47	Explain the relationship between price and perceived quality (the price–value relationship).
	10.4.48	Calculate a product's price using different pricing methods (e.g., cost-plus, competitive, value-based, price skimming, and penetration).
	10.4.49	Derive pricing strategies based on corporate objectives (e.g., positioning, product line, loss leader, psychological, penetration, and skimming).
	10.4.50	Analyze the impact of global influences on price (e.g., currency exchange rates, tariffs, and distribution costs).
	10.4.51	Explain how local, state, and federal government regulations/laws constrain pricing practices.
	10.4.52	Discuss how evolving technologies provide greater options for buyers and increase price competition.
	10.4.53	Explain the concept of elasticity of demand.
	10.4.54	Describe the influences of supply and demand on pricing.
PROMOTION		
	ADVERTISING	
	10.4.55	Compare and contrast different advertising appeals.
	10.4.56	Discuss the effectiveness of advertising messages.
	10.4.57	Evaluate factors used to determine media selection.
	10.4.58	Identify methods for evaluating the effectiveness of various advertising media.
	10.4.59	Evaluate media pricing decisions, including outsourcing advertising.
	10.4.60	Discuss ethical issues in advertising.
	10.4.61	Examine how culture influences global advertising.
	10.4.62	Create advertising for new and emerging technologies.
	10.4.63	Evaluate the role of media planning and selection in delivering messages to consumers.
	SALES PROMOTION	
	10.4.64	Identify various forms of sales promotion (e.g., sweepstakes, coupons, contests, and specialty products).
	10.4.65	Describe the purposes of various types of sales promotion (e.g., encouraging repeat purchases and building traffic).
	10.4.66	Identify legal issues related to sales promotion (e.g., sweepstakes, contests, and giveaways).
	10.4.67	Discuss how evolving technologies are used to deliver sales promotion.
	PUBLIC RELATIONS	
	10.4.68	Identify various forms of public relations activities.
	10.4.69	Distinguish between advertising and public relations.

	10.4.70	Differentiate between public relations activities that are controllable and those that are not (publicity).
	10.4.71	Discuss the role of public relations in a promotion campaign.
	10.4.72	Create a press release.
		PERSONAL SELLING
	10.4.73	Examine the role of personal selling in the promotion mix.
	10.4.74	Identify different ways companies use personal selling.
	10.4.75	Explain the steps involved in the personal selling process.
	10.4.76	Identify common objections and develop responses (e.g., objection analysis).
	10.4.77	Explore ethical issues involved in personal selling (e.g., high pressure sales and misrepresenting product information).
	10.4.78	Examine the role of salespeople in building customer relationships.
	10.4.79	Compare and contrast sales incentives used to motivate salespeople.
	10.4.80	Plan and organize a sales presentation (e.g., approaching prospects, asking appropriate questions, relating features and benefits to customer needs).
	10.4.81	Role-play the position of a sales representative for a day, focusing on customer time, location, and organizational aspects of the selling process (e.g., time and duty analysis).

THE MARKETING PLAN

Topic 10.5 | **Describe the elements, design, and purposes of a marketing plan.**

	Student Competencies	
	10.5.1	Explain why a marketing plan is essential.
	10.5.2	Identify the goals of a marketing plan.
	10.5.3	Identify the components of a marketing plan.
	10.5.4	Differentiate between short-term and long-term planning.
	10.5.5	Discuss how the marketing plan aligns with the corporate strategic plan.
	10.5.6	Analyze a company's marketing plan.

MARKETING RESEARCH

Topic 10.6 | **Analyze the role of marketing research in decision-making.**

	Student Competencies	
	10.6.1	Discuss the reasons for conducting market research.
	10.6.2	Describe primary and secondary data.
	10.6.3	Identify sources of secondary data (e.g., digital and library) for research purposes.
	10.6.4	Compare and contrast marketing research and environmental scanning.
	10.6.5	Differentiate between primary and secondary sources of data.
	10.6.6	Identify the methods for collecting primary data (e.g., surveys, experiments, focus groups, and observations).
	10.6.7	Discuss the steps in the market research process.

Career Ready Practices

1. Act as a Responsible and Contributing Citizen and Employee

Career-ready individuals understand the obligations and responsibilities of being a member of a community and demonstrate this understanding every day through their interactions with others. They are conscientious of the impacts of their decisions on others and the environment around them, think about the near-term and long-term consequences of their actions, and seek to act in ways that contribute to the betterment of their teams, families, community, and workplace. They are reliable and consistent in going beyond the minimum expectation and in participating in activities that serve the greater good.

2. Apply Appropriate Academic and Technical Skills

Career-ready individuals readily access and use the knowledge and skills acquired through experience and education to be more productive. They make connections between abstract concepts with real-world applications and make correct insights about when it is appropriate to apply the use of an academic skill in a workplace situation.

3. Attend to Personal Health and Financial Well-Being

Career-ready individuals understand the relationship between personal health, workplace performance, and personal well-being; they act on that understanding to regularly practice health diet, exercise and mental health activities. Career-ready individuals also take regular action to contribute to their personal financial well-being, understanding that personal financial security provides the peace of mind required to contribute more fully to their own career success.

4. Communicate Clearly, Effectively, and with Reason

Career-ready individuals communicate thoughts, ideas, and action plans with clarity, whether using written, verbal, and/or visual methods. They communicate in the workplace with clarity and purpose to make maximum use of their own and others' time. They are excellent writers; they master conventions, word choice and organization and use effective tone and presentation skills to articulate ideas. They are skilled at interacting with others; they are active listeners and speak clearly and with purpose. Career-ready individuals think about the audience for their communication and prepare accordingly to ensure the desired outcome.

5. Consider the environmental, social, and economic impacts of decisions

Career-ready individuals understand the interrelated nature of their actions and regularly make decisions that positively impact and/or mitigate negative impact on other people, organizations and the environment. They are aware of and utilize new technologies, understandings, procedures, materials and regulations affecting the nature of their work as it relates to the impact on the social condition, the environment and profitability of the organization.

6. Demonstrate creativity and innovation

Career-ready individuals regularly think of ideas that solve problems in new and different ways, and they contribute those ideas in a useful and productive manner to improve their organization. They can consider unconventional ideas and suggestions as solutions to issues, tasks or problems, and they discern which ideas and suggestions will add greatest value. They seek new methods, practices and ideas from a variety of sources and seek to apply those ideas to their own workplace. They take action on their ideas and understand how to bring innovation to an organization.

7.   Employ valid and reliable research strategies

Career-ready individuals are discerning in accepting and using new information to make decisions, change practices, or inform strategies. They use a reliable research process to search for new information and evaluate the validity of sources when considering the use and adoption of external information or practices. They use an informed process to test new ideas, information, and practices in their workplace situation.

8.   Utilize critical thinking to make sense of problems and persevere in solving them

Career-ready individuals readily recognize problems in the workplace, understand the nature of the problem, and devise effective plans to solve the problem. They are aware of problems when they occur, quickly take action to address the problem, thoughtfully investigate the root cause of the problem prior to introducing solutions, and carefully consider the options to solve the problem. Once a solution is agreed upon, they follow through to ensure the problem is solved, whether through their own actions or the actions of others.

9.   Model integrity, ethical leadership, and effective management

Career-ready individuals consistently act in ways that align to personal and community-held ideals and principles while employing strategies to positively influence others in the workplace. They have a clear understanding of integrity and act on this understanding in every decision. They use a variety of means to positively impact the direction and actions of a team or organization, and they apply insights into human behavior to change others' actions, attitudes, and/or beliefs. They recognize the near-term and long-term effects that management's actions and attitudes can have on productivity, morale, and organizational culture.

10.   Plan education and career path aligned to personal goals

Career-ready individuals take personal ownership of their own educational and career goals, and they regularly act on a plan to attain these goals. They understand their own career interests, preferences, goals, and requirements. They have perspective regarding the pathways available to them and the time, effort, experience, and other requirements to pursue each, including a path of entrepreneurship. They recognize the value of each step in the educational and experiential process, and they recognize that nearly all career paths require ongoing education and experience. They seek counselors, mentors, and other experts to assist in the planning and execution of career and personal goals.

11.   Use technology to enhance productivity

Career-ready individuals find and maximize the productive value of existing and new technology to accomplish workplace tasks and solve workplace problems. They are flexible and adaptive in acquiring and using new technology, being proficient with ubiquitous technology applications. They understand the inherent risks, personal and organizational, of technology applications, and they take actions to prevent or mitigate these risks.

12.   Work productively in teams while using cultural/global competence

Career-ready individuals positively contribute to every team whether formal or informal. They apply an awareness of cultural differences to avoid barriers to productive and positive interaction. They find ways to increase the engagement and contribution of all team members. They plan and facilitate effective team meetings.