

Business Operations/21st Century Skills

Employability Skills:
Develop career awareness and employability skills (e.g., face-to-face, online) needed for gaining and maintaining employment in diverse business settings. 1.1

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

Leadership and Communication:
Process, maintain, evaluate, and

- 1 Extract relevant, valid information from materials and cite sources of information. 1.2.1
- 2 Deliver formal and informal presentations. 1.2.2

disseminate information in a business. Develop leadership and team building to promote collaboration. 1.2

- 3 Identify and use verbal, nonverbal, and active listening skills to communicate effectively.** 1.2.3
- 4 Use negotiation and conflict-resolution skills to reach solutions.** 1.2.4
- 5 Communicate information (e.g., directions, ideas, vision, workplace expectations) for an intended audience and purpose.** 1.2.5
- 6 Use proper grammar and expression in all aspects of communication.** 1.2.6
- 7 Use problem-solving and consensus-building techniques to draw conclusions and determine next steps.** 1.2.7
- 8 Identify the strengths, weaknesses, and characteristics of leadership styles that influence internal and external workplace relationships.** 1.2.8
- 9 Identify advantages and disadvantages involving digital and/or electronic communications (e.g., common content for large audience, control of tone, speed, cost, lack of non-verbal cues, potential for forwarding information, longevity).** 1.2.9
- 10 Use interpersonal skills to provide group leadership, promote collaboration, and work in a team.** 1.2.10
- 11 Write professional correspondence, documents, job applications, and resumés.** 1.2.11
- 12 Use technical writing skills to complete forms and create reports.** 1.2.12
- 13 Identify stakeholders and solicit their opinions.** 1.2.13
- 14 Use motivational strategies to accomplish goals.** 1.2.14

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

- 1 Analyze how regulatory compliance (e.g., United States Department of Agriculture [USDA], Food and Drug Administration [FDA], United States Department of Interior [USDI], Ohio Livestock Care Standards, water quality standards, local water regulations, building codes) affects business operations and organizational performance.** 1.3.1
- 2 Follow protocols and practices necessary to maintain a clean, safe, and healthy work environment.** 1.3.2
- 3 Use ethical character traits consistent with workplace standards (e.g., honesty, personal integrity, compassion, justice).** 1.3.3
- 4 Identify how federal and state consumer protection laws affect products and services.** 1.3.4

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- 5 Access and implement safety compliance measures (e.g., quality assurance information, safety data sheets [SDSs], product safety data sheets [PSDSs], United States Environmental Protection Agency [EPA], United States Occupational Safety and Health Administration [OSHA]) that contribute to the continuous improvement of the organization. 1.3.5**

 - 6 Identify deceptive practices (e.g., bait and switch, identity theft, unlawful door-to-door sales, deceptive service estimates, fraudulent misrepresentations) and their overall impact on organizational performance. 1.3.6**

 - 7 Identify the labor laws that affect employment and the consequences of noncompliance for both employee and employer (e.g., harassment, labor, employment, employment interview, testing, minor labor laws, Americans with Disabilities Act, Fair Labor Standards Acts, Equal Employment Opportunity Commission [EEOC]). 1.3.7**

 - 8 Verify compliance with computer and intellectual property laws and regulations. 1.3.8**

 - 9 Identify potential conflicts of interest (e.g., personal gain, project bidding) between personal, organizational, and professional ethical standards. 1.3.9**
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Knowledge Management and Information Technology: Demonstrate current and emerging strategies and technologies used to collect, analyze, record, and share information in business operations. 1.4

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

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

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

 - 4 Use system hardware to support software applications. 1.4.4**

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

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

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

 - 8 Use electronic media to communicate and follow network etiquette guidelines. 1.4.8**
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Global Environment: Evaluate how beliefs,

- 1 Describe how cultural understanding, cultural intelligence skills, and continual awareness are interdependent. 1.5.1**

values, attitudes, and behaviors influence organizational strategies and goals. 1.5

- 2 Describe how cultural intelligence skills influence the overall success and survival of an organization. 1.5.2
- 3 Use cultural intelligence to interact with individuals from diverse cultural settings. 1.5.3
- 4 Recognize barriers in cross-cultural relationships and implement behavioral adjustments. 1.5.4
- 5 Recognize the ways in which bias and discrimination may influence productivity and profitability. 1.5.5
- 6 Analyze work tasks for understanding and interpretation from a different cultural perspective. 1.5.6
- 7 Use intercultural communication skills to exchange ideas and create meaning. 1.5.7
- 8 Identify how multicultural teaming and globalization can foster development of new and improved products and services and recognition of new opportunities. 1.5.8

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

- 1 Identify business opportunities. 1.6.1
- 2 Assess the reality of becoming an entrepreneur, including advantages and disadvantages (e.g., risk versus reward, reasons for success and failure). 1.6.2
- 3 Explain the importance of planning your business. 1.6.3
- 4 Identify types of businesses, ownership, and entities (i.e., individual proprietorships, partnerships, corporations, cooperatives, public, private, profit, not-for-profit). 1.6.4
- 5 Describe organizational structure, chain of command, the roles and responsibilities of the organizational departments, and interdepartmental interactions. 1.6.5
- 6 Identify the target market served by the organization, the niche that the organization fills, and an outlook of the industry. 1.6.6
- 7 Identify the effect of supply and demand on products and services. 1.6.7
- 8 Identify the features and benefits that make an organization's product or service competitive. 1.6.8
- 9 Explain how the performance of an employee, a department, and an organization are assessed. 1.6.9
- 10 Describe the impact of globalization on an enterprise or organization. 1.6.10

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

12 Describe classifications of employee benefits, rights, deductions, and compensations. 1.6.12

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

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

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

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

4 Assess the roles of nonprofit and for-profit businesses. 1.7.4

5 Develop a business plan. 1.7.5

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

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

8 Explain pathways used to become an entrepreneur. 1.7.8

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

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

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

12 Identify resources available to entrepreneurs (e.g., Small Business Administration, mentors, information resources, educational opportunities). 1.7.12

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

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

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

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

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

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

 - 5 Use inventory and control systems to purchase materials, supplies, and equipment (e.g., Last In, First Out [LIFO]; First In, First Out [FIFO]; Just in Time [JIT]; LEAN). 1.8.5**

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

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

 - 8 Identify routine activities for maintaining business facilities and equipment. 1.8.8**

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

 - 10 Analyze how business management and environmental management systems (e.g., health, safety) contribute to continuous improvement and sustainability. 1.8.10**
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**Financial Management:
Use financial tools,
strategies, and systems
to develop, monitor, and
control the use of
financial resources to
ensure personal and
business financial well-
being. 1.9**

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

 - 2 Identify tax obligations. 1.9.2**

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

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

 - 5 Identify ways to avoid or correct debt problems. 1.9.5**

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

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

 - 8 Identify income sources and expenditures. 1.9.8**

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

 - 10 Identify the role of depreciation in tax planning and liability. 1.9.10**
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Sales and Marketing:
Manage pricing, place, promotion, packaging, positioning, and public relations to improve quality customer service. 1.10

- 1 Identify how the roles of sales, advertising, and public relations contribute to a company's brand. 1.10.1
- 2 Determine the customer's needs and identify solutions. 1.10.2
- 3 Communicate features, benefits, and warranties of a product or service to the customer. 1.10.3
- 4 Identify the company policies and procedures for initiating product and service improvements. 1.10.4
- 5 Monitor customer expectations and determine product/service satisfaction by using measurement tools. 1.10.5
- 6 Discuss the importance of correct pricing to support a product's or service's positioning in the marketing mix. 1.10.6
- 7 Describe the importance and diversity of distribution channels (i.e., direct, indirect) to sell a product. 1.10.7
- 8 Use promotional techniques to maximize sales revenues (e.g., advertising, sales promotions, publicity, public relations). 1.10.8
- 9 Describe how product mix (e.g., product line, product items) maximizes sales revenues, market share, and profit margin. 1.10.9
- 10 Demonstrate sales techniques. 1.10.10

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

- 1 Identify the economic principles that guide geographic location of an industry's facilities (e.g., relative scarcity, price, quantity of products and services). 1.11.1
- 2 Identify the difference between monetary and nonmonetary incentives and explain how changes in incentives cause changes in behavior. 1.11.2
- 3 Use economic indicators to identify economic trends and conditions (e.g., inflation, interest rate fluctuations, unemployment rates). 1.11.3
- 4 Determine how the quality, quantity, and pricing of goods and services are affected by domestic and international competition in a market economy. 1.11.4
- 5 Analyze factors that affect currency and exchange rates. 1.11.5
- 6 Explain how financial markets and government policies influence interest rates (credit ratings/debt ceiling), trade deficits, and unemployment. 1.11.6
- 7 Describe how economic performance and culture are interdependent. 1.11.7
- 8 Identify the relationships between economy, society, and environment that lead to sustainability. 1.11.8

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

Site and Personal Safety Procedures: Follow site and personal safety procedures in specific situations with specialized tools and equipment, evaluate the situation, and take corrective action. 1.12

1 Use Occupational Safety and Health Administration (OSHA) defined procedures for identifying employer and employee responsibilities, working in confined spaces, managing worker safety programs, using ground fault circuit interrupters (GFCIs), maintaining clearance and boundaries, and labeling. 1.12.1

2 Interpret safety signs and symbols. 1.12.2

3 Interpret personal safety rights according to the employee Right to Know plan. 1.12.3

4 Describe how working under the influence of drugs and alcohol increases the risk of accident, lowers productivity, raises insurance costs, and reduces profits. 1.12.4

5 Identify the location of emergency flush showers, eyewash fountains, Safety Data Sheets (SDSs), fire alarms, and exits. 1.12.5

6 Identify procedures for the handling, storage, and disposal of hazardous materials. 1.12.6

7 Select, use, store, maintain, and dispose of personal protective equipment (PPE), appropriate to job tasks, conditions, and materials. 1.12.7

8 Identify safety hazards and take corrective measures. 1.12.8

9 Identify, inspect, and use safety equipment appropriate for the task. 1.12.9

10 Follow established procedures for the administration of first aid and contact emergency medical personnel when necessary. 1.12.10

11 Set up for ergonomic workflow. 1.12.11

12 Apply inspection, rejection criteria, hitch configurations, and load handling practices to slings and rigging hardware. 1.12.12

13 Demonstrate the proper use of American National Standards Institute (ANSI) hand signals. 1.12.13

14 Identify the source of electrical hazards and use shutdown and established lock-out/tag-out procedures. 1.12.14

15 Select and operate fire extinguishers based on the class of fire. 1.12.15

16 Describe the interactions of incompatible substances when measuring and mixing chemicals. 1.12.16

17 Identify symptoms of exposure to health-threatening environments (e.g., temperature; chemical noise, vibration, harshness [NVH] hazards). 1.12.17