

Career & Technical Education (CTE) Standards Revision Project

Cluster: Management and Administration

Pathways: Administrative Services, Business Information Technology, Corporate/General Management, Human Resource Management, Operations Management

Management and Administration Cluster Overview

The Management and Administration Cluster prepares learners for careers in planning, organizing, directing and evaluating business functions essential to efficient and productive business operations. Career opportunities are available in every sector of the economy and require specific skills in organization, time management, customer service and communication.

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Participation in this review and update included secondary business and marketing teachers and secondary language arts and math teachers.

Updated June 2010

Standards: Human Resource Management

Career Cluster/Cluster Grouping:	Management & Administration
Pathway(s):	Human Resource Management
Prepared Completer Competencies:	
<ul style="list-style-type: none"> MAHR.01 Business Law: Know, abide by, and enforce laws and regulations affecting business operations and transactions. 	
High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.01.01 Implement human resources laws and regulations to ensure equitable treatment of employees and to meet government requirements. 	
Evidence Outcomes Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Explain unfair labor practices. RWC01.07.b b. Comply with compensation and benefit laws. c. Determine human resources management's legal responsibility in maintaining labor relations. RWC04.10.c d. Participate in collective-bargaining process. PWR2.9.a, RWC01.07.d 	<p>Academic Content Knowledge Alignment: RWC01.07.b - Oral Expression and Listening - Oral presentations require effective preparation strategies - Use verbal and nonverbal techniques to communicate information</p> <p>RWC01.07.d - Oral Expression and Listening - Oral presentations require effective preparation strategies - Develop a well-organized presentation to defend a position</p> <p>RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem</p>
	<p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR2.9.a-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Collaboration - Work effectively with others</p>

Prepared Completer Competencies:	
<ul style="list-style-type: none"> MAHR.02 Communication Skills: Obtain and convey ideas and information to aid in business decision-making. 	
High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.02.01 Communicate with staff to clarify workplace expectations and benefits. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Maintain confidentiality in dealing with personnel. PWR2.6.f b. Describe elements of a human resources management's communications program. RWC01.03.a c. Communicate diversity strategies. PWR2.4.b, RWC01.03.a d. Communicate compensation and benefits plan and policies to workforce. PWR2.8.a, RWC01.03.a 	Academic Content Knowledge Alignment: RWC01.03.a - Oral Expression and Listening - Verbal and nonverbal cues impact the intent of communication - Give informal talks using an appropriate level of formality of verbal language and nonverbal interaction with audience
	Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR2.4.b-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Global and Cultural Awareness - Interact effectively with and respect the diversity of different individuals, groups, and cultures PWR2.6.f-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Work Ethic - Act with maturity, civility, and politeness PWR2.8.a-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Communication - Read, write, listen and speak effectively
High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.02.02 Manage internal and external business relationships to influence organizational decision-making. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies

<ul style="list-style-type: none"> a. Establish strategic relationships with individuals/teams in the business. PWR2.9.a b. Establish alliances with key individuals and groups to share best-practices. PWR2.9.a 	<p>Academic Content Knowledge Alignment:</p> <hr/> <p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR2.9.a-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Collaboration - Work effectively with others</p>
<p>Prepared Completer Competencies:</p> <ul style="list-style-type: none"> • MAHR.03 Emotional Intelligence: Motivate and supervise personnel to achieve completion of projects and company goals. 	
<p>High School Expectations</p>	
<p>Concepts and skills students know include:</p> <ul style="list-style-type: none"> • MAHR.03.01 Exhibit behaviors and actions to effectively motivate and lead people. 	
<p>Evidence Outcomes - Students can:</p>	<p>21st Century Skills and Readiness Competencies</p>
<ul style="list-style-type: none"> a. Identify and describe strategies that provide performance incentives. RWC01.07.b b. Motivate and lead employees toward innovative ideas and/or critical thinking ability. PWR2.3.b, RWC01.01.e c. Motivate and lead employees toward continuous learning and/or professional development. PWR2.7.e, RWC01.01.e 	<p>Academic Content Knowledge Alignment: RWC01.01.e - Oral Expression and Listening - Effective speaking in formal and informal settings requires appropriate use of methods and audience awareness - Choose specific words and word order for intended effect and meaning</p> <p>RWC01.07.b - Oral Expression and Listening - Oral presentations require effective preparation strategies - Use verbal and nonverbal techniques to communicate information</p> <p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR2.3.b-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Creativity and Innovation - Generate, evaluate, and implement new ideas and novel approaches</p> <p>PWR2.7.e-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Personal Responsibility - Understand the relevance of learning to postsecondary and workforce readiness</p>

High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.03.02 Exhibit behaviors and actions to effectively motivate and lead change. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Identify and describe reasons for macro- and micro-economic change (change in the community, industry, internal and external operations). RWC01.07.b, SST03.05.c b. Motivate and lead employees toward macro- and micro-economic change (change in the community, industry, internal and external operations). PWR2.9.d, RWC01.01.e, SST03.05.c 	<p>Academic Content Knowledge Alignment: RWC01.01.e - Oral Expression and Listening - Effective speaking in formal and informal settings requires appropriate use of methods and audience awareness - Choose specific words and word order for intended effect and meaning</p> <p>RWC01.07.b - Oral Expression and Listening - Oral presentations require effective preparation strategies - Use verbal and nonverbal techniques to communicate information</p> <p>SST03.05.c-Social Studies, Economics, Analyze strategic spending, saving, and investment options to achieve the objectives of diversification, liquidity, income, and growth (PFL) - Explain how economic cycles affect personal financial decisions</p>
	<p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR2.9.d-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Collaboration - Use teamwork and leadership skills effectively</p>
High School Expectations	

Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.03.02 Exhibit behaviors and actions to effectively motivate and promote the use of teamwork in the workplace. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Describe the interrelationships, interactions, and communications required for teaming. RWC01.07.b b. Develop and implement team operating procedures. PWR2.9.d c. Describe and be able to adopt the tools/resources that facilitate working in team (WebX, Groupware, etc.). PWR2.2.a, RWC01.07.b d. Exhibit the ability to be flexible and allow for adaptations in work that team-tasking requires. PWR2.6.g e. Structure evaluation mechanisms to promote teamwork. PWR1.1.b 	Academic Content Knowledge Alignment: RWC01.07.b - Oral Expression and Listening - Oral presentations require effective preparation strategies - Use verbal and nonverbal techniques to communicate information
	Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.1.b-Postsecondary & Workforce Readiness, Content Knowledge , Literacy - Write clearly and coherently for a variety of purposes and audiences PWR2.2.a-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Find and Use Information/Information Technology - Select, integrate, and apply appropriate technology to access and evaluate new information PWR2.6.g-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Work Ethic - Demonstrate flexibility and adaptability PWR2.9.d-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Collaboration - Use teamwork and leadership skills effectively
Prepared Completer Competencies:	
<ul style="list-style-type: none"> MAHR.04 Financial Analysis: Maintain, monitor, control and plan the use of financial resources to ensure a business's financial well-being. 	
High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.04.01Manage financial resources to maintain and evaluate human resources expenses. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies

<ul style="list-style-type: none"> a. Prepare and maintain human resources development budget. PWR1.2.d, SST03.04.a b. Evaluate cost of a human resources development program. PWR1.2.d 	<p>Academic Content Knowledge Alignment: SST03.04.a-Social Studies, Economics, Design, analyze, and apply a financial plan based on short- and long-term financial goals (PFL) - Develop a financial plan including a budget based on short- and long- term goals</p>
	<p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.2.d-Postsecondary & Workforce Readiness, Content Knowledge , Mathematical Sciences - Apply knowledge of mathematics to problem solve, analyze issues, and make critical decisions that arise in everyday life</p>
<p>Prepared Completer Competencies:</p> <ul style="list-style-type: none"> • MAHR.05 Human Resources Management: Plan, staff, lead and organize human resources to enhance productivity and satisfaction. 	
<p>High School Expectations</p>	
<p>Concepts and skills students know include:</p> <ul style="list-style-type: none"> • MAHR.05.01 Make termination and transition decisions that meet company goals. 	
<p>Evidence Outcomes - Students can:</p>	<p>21st Century Skills and Readiness Competencies</p>
<ul style="list-style-type: none"> a. Establish criteria for termination. b. Ensure termination procedures are in compliance with federal, state and local laws. PWR2.1.b c. Document communications with employees during termination procedures. PWR1.1.b d. Conduct exit interview with employee following termination. PWR2.6.f, RWC01.03.a 	<p>Academic Content Knowledge Alignment: RWC01.03.a - Oral Expression and Listening - Verbal and nonverbal cues impact the intent of communication - Give informal talks using an appropriate level of formality of verbal language and nonverbal interaction with audience</p> <p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.1.b-Postsecondary & Workforce Readiness, Content Knowledge , Literacy - Write clearly and coherently for a variety of purposes and audiences</p> <p>PWR2.1.b-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Critical Thinking and Problem Solving - Conduct research using acceptable research methods</p> <p>PWR2.6.f-Postsecondary & Workforce Readiness, Learning and Behavior Skills,</p>

	Work Ethic - Act with maturity, civility, and politeness
High School Expectations	
Concepts and skills students know include: <ul style="list-style-type: none"> • MAHR.05.02 Develop programs to assist in meeting needs of separated and transitional employees. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Determine employee needs for employment transition. RWC04.10.c b. Research materials and methods available to assist with transition. PWR2.1.b, RWC04.08.a c. Communicate employment programs available. PWR2.9.a, RWC01.01.f 	<p>Academic Content Knowledge Alignment: RWC01.01.f - Oral Expression and Listening - Effective speaking in formal and informal settings requires appropriate use of methods and audience awareness - Select appropriate technical or specialized language</p> <p>RWC04.08.a - Research and Reasoning - Informational materials, including electronic sources, need to be collected, evaluated, and analyzed for accuracy, relevance, and effectiveness for answering research questions - Integrate information from different sources to research and complete a project</p> <p>RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem</p> <p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR2.1.b-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Critical Thinking and Problem Solving - Conduct research using acceptable research methods</p> <p>PWR2.9.a-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Collaboration - Work effectively with others</p>

High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.05.03 Describe the nature and scope of human resource management models. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Explain human resources management functions. RWC01.01.f b. Describe phases of human resources management. RWC01.07.b c. Discuss factors that impact human resources management (e.g., availability of qualified employees, alternative staffing methods, employment laws/regulations, company policies/procedures, compensation and benefit programs, staff diversity, etc.). RWC01.03.a 	<p>Academic Content Knowledge Alignment: RWC01.01.f - Oral Expression and Listening - Effective speaking in formal and informal settings requires appropriate use of methods and audience awareness - Select appropriate technical or specialized language</p> <p>RWC01.03.a - Oral Expression and Listening - Verbal and nonverbal cues impact the intent of communication - Give informal talks using an appropriate level of formality of verbal language and nonverbal interaction with audience</p> <p>RWC01.07.b - Oral Expression and Listening - Oral presentations require effective preparation strategies - Use verbal and nonverbal techniques to communicate information</p>
	Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...):
High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.05.04 Plan talent-acquisition activities to guide human resources management decision-making. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Describe planning techniques used in the hiring process (e.g., succession planning, forecasting, etc.). RWC01.03.a b. Evaluate the use of alternative staffing methods (e.g., outsourcing, telecommuting, etc.). PWR2.1.c, RWC04.10.c c. Assess availability of qualified applicants. d. Classify jobs. 	<p>Academic Content Knowledge Alignment: RWC01.03.a - Oral Expression and Listening - Verbal and nonverbal cues impact the intent of communication - Give informal talks using an appropriate level of formality of verbal language and nonverbal interaction with audience</p> <p>RWC01.07.b - Oral Expression and Listening - Oral presentations require effective</p>

<ul style="list-style-type: none"> e. Establish employee-selection procedures. PWR2.3.b f. Develop strategies to market the organization to potential employees. PWR2.3.b g. Develop a staffing plan. RWC01.07.b 	<p>preparation strategies - Use verbal and nonverbal techniques to communicate information</p> <p>RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem</p>
	<p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...):</p> <p>PWR2.1.c-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Critical Thinking and Problem Solving - Understand different research approaches</p> <p>PWR2.3.b-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Creativity and Innovation - Generate, evaluate, and implement new ideas and novel approaches</p>
<p>High School Expectations</p>	
<p>Concepts and skills students know include:</p> <ul style="list-style-type: none"> • MAHR.05.05 Implement talent-acquisition activities to obtain qualified staff. 	
<p>Evidence Outcomes - Students can:</p>	<p>21st Century Skills and Readiness Competencies</p>
<ul style="list-style-type: none"> a. Administer and interpret employee selection tests. b. Assess employees' potential for growth and development in the organization. PWR2.7.f c. Make job offer. PWR2.8.b, RWC01.01.e, SST03.04.c d. Explain contingency factors affecting job offer (e.g., background checks, drug tests, physical results, etc.). RWC01.01.e e. Evaluate the effectiveness of recruitment sources. PWR1.2.d, RWC04.10.c 	<p>Academic Content Knowledge Alignment:</p> <p>RWC01.01.e - Oral Expression and Listening - Effective speaking in formal and informal settings requires appropriate use of methods and audience awareness - Choose specific words and word order for intended effect and meaning</p> <p>RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem</p> <p>SST03.04.c-Social Studies, Economics, Design, analyze, and apply a financial plan based on short- and long-term financial goals (PFL) - Describe factors affecting take-home pay</p>

	<p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.2.d-Postsecondary & Workforce Readiness, Content Knowledge , Mathematical Sciences - Apply knowledge of mathematics to problem solve, analyze issues, and make critical decisions that arise in everyday life</p> <p>PWR2.7.f-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Personal Responsibility - Demonstrate awareness of and evaluate career options</p> <p>PWR2.8.b-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Communication - Construct clear, coherent, and persuasive arguments</p>
High School Expectations	
<p>Concepts and skills students know include:</p> <ul style="list-style-type: none"> • MAHR.05.06 Control talent-acquisition activities to improve efficiencies of human resources selection. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<p>a. Use staffing metrics to assess effectiveness of hiring decisions (e.g., cost benefit analysis, costs-per-hire, selection ratios, adverse impact, etc.). MAT03.03.c, PWR1.2.d, RWC04.10.c</p> <p>b. Develop hiring policies and procedures. RWC04.10.c</p>	<p>Academic Content Knowledge Alignment: MAT03.03.c-Mathematics, Data Analysis, Statistics, and Probability, Visual displays and summary statistics condense the information in data sets into usable knowledge - Describe the relationship between two categorical variables using percents</p> <p>RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem</p> <p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.2.d-Postsecondary & Workforce Readiness, Content Knowledge , Mathematical Sciences - Apply knowledge of mathematics to problem solve, analyze issues, and make critical decisions that arise in everyday life</p>
High School Expectations	

Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.05.07 Conduct on-boarding activities to facilitate employee start-up. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Perform post-employment offer activities. b. Explain the use of employment contracts. RWC01.01.f c. Explain standard relocation practices. RWC01.01.f d. Assist with employee relocation. PWR2.6.f e. Describe expatriation and repatriation issues and practices. RWC01.07.b f. Evaluate effectiveness of new-employee orientation. PWR1.1.c, RWC04.10.c g. Assess effectiveness of training. PWR1.1.c, RWC04.10.c 	<p>Academic Content Knowledge Alignment: RWC01.01.f - Oral Expression and Listening - Effective speaking in formal and informal settings requires appropriate use of methods and audience awareness - Select appropriate technical or specialized language</p> <p>RWC01.07.b - Oral Expression and Listening - Oral presentations require effective preparation strategies - Use verbal and nonverbal techniques to communicate information</p> <p>RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem</p>
	<p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.1.c-Postsecondary & Workforce Readiness, Content Knowledge , Literacy - Use logic and rhetoric to analyze and critique ideas</p> <p>PWR2.6.f-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Work Ethic - Act with maturity, civility, and politeness</p>
High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.05.08 Determine employee-development needs to foster staff's growth and professional development. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Assess employee skills. PWR2.1.a b. Conduct task/process analysis. PWR1.2.d c. Assess company's learning needs. PWR2.7.f, RWC04.10.c 	<p>Academic Content Knowledge Alignment: RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem</p>

	<p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.2.d-Postsecondary & Workforce Readiness, Content Knowledge , Mathematical Sciences - Apply knowledge of mathematics to problem solve, analyze issues, and make critical decisions that arise in everyday life</p> <p>PWR2.1.a-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Critical Thinking and Problem Solving - Apply logical reasoning and analytical skills</p> <p>PWR2.7.f-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Personal Responsibility - Demonstrate awareness of and evaluate career options</p>
High School Expectations	
<p>Concepts and skills students know include:</p> <ul style="list-style-type: none"> • MAHR.05.09 Administer human resources development activities. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Write training activities. PWR1.1.b b. Select subject-matter experts for employee-development activities. c. Conduct gap and/or needs analysis to identify human resources development needs. PWR2.1.a d. Determine issues impacting human resources development (e.g., organizational culture and policies, societal norms, etc.). PWR2.1.a, RWC01.07.b e. Apply human resources development theories. f. Develop training program. PWR1.1.b, RWC04.10.c g. Implement employee-development program. h. Assess human resources development program effectiveness. PWR1.2.d, PWR2.1.a, RWC04.10.c 	<p>Academic Content Knowledge Alignment: RWC01.07.b - Oral Expression and Listening - Oral presentations require effective preparation strategies - Use verbal and nonverbal techniques to communicate information</p> <p>RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem</p> <p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.1.b-Postsecondary & Workforce Readiness, Content Knowledge , Literacy - Write clearly and coherently for a variety of purposes and audiences</p> <p>PWR1.2.d-Postsecondary & Workforce Readiness, Content Knowledge , Mathematical Sciences - Apply knowledge of mathematics to problem solve, analyze issues, and make critical decisions that arise in everyday life PWR2.1.a-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Critical Thinking and Problem Solving - Apply logical reasoning and analytical skills</p>

High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.05.10 Control human resources management activities to maintain workforce standards. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Assist with establishment of work rules. PWR2.9.a b. Implement informal performance appraisals. c. Assist supervisors with performance appraisal tools. PWR2.6.d d. Develop written performance-management procedures. PWR1.1.b e. Develop human-resources policy/procedure manual. PWR1.1.b 	Academic Content Knowledge Alignment:
	<p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.1.b-Postsecondary & Workforce Readiness, Content Knowledge , Literacy - Write clearly and coherently for a variety of purposes and audiences</p> <p>PWR2.6.d-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Work Ethic - Learn from instruction and criticism</p> <p>PWR2.9.a-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Collaboration - Work effectively with others</p>
High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.05.11 Build employer-employee relationships to foster productivity. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies

<ul style="list-style-type: none"> a. Describe ways that businesses build positive employer-employee relationships. RWC01.03.a b. Assess effectiveness of employee-relations activities. PWR2.1.a, RWC04.10.c c. Develop employee-relations programs. 	<p>Academic Content Knowledge Alignment: RWC01.03.a - Oral Expression and Listening - Verbal and nonverbal cues impact the intent of communication - Give informal talks using an appropriate level of formality of verbal language and nonverbal interaction with audience</p> <p>RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem</p>
	<p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR2.1.a-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Critical Thinking and Problem Solving - Apply logical reasoning and analytical skills</p>
High School Expectations	
<p>Concepts and skills students know include:</p> <ul style="list-style-type: none"> • MAHR.05.12 Resolve staff issues/problems to enhance productivity and improve employee relationships. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Explain labor-relations issues. RWC01.01.c b. Describe out-placement procedures and activities used in layoffs. RWC01.07.b c. Document employee issues. PWR1.1.b d. Discipline employees. PWR2.6.f, PWR2.7.c, RWC01.01.e e. Participate in dispute resolution. PWR2.9.c f. Determine the strategic importance of employee exit. g. Adhere to employment-at-will regulations. h. Release staff due to layoffs. 	<p>Academic Content Knowledge Alignment: RWC01.01.c - Oral Expression and Listening - Effective speaking in formal and informal settings requires appropriate use of methods and audience awareness - Use examples, illustrations, graphics, quotations, analogies, facts, and statistics to focus and support the content of a presentation</p> <p>RWC01.01.e - Oral Expression and Listening - Effective speaking in formal and informal settings requires appropriate use of methods and audience awareness - Choose specific words and word order for intended effect and meaning</p> <p>RWC01.07.b - Oral Expression and Listening - Oral presentations require effective preparation strategies - Use verbal and nonverbal techniques to communicate information</p>

	<p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.1.b-Postsecondary & Workforce Readiness, Content Knowledge , Literacy - Write clearly and coherently for a variety of purposes and audiences</p> <p>PWR2.6.f-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Work Ethic - Act with maturity, civility, and politeness</p> <p>PWR2.7.c-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Personal Responsibility - Behave honestly and ethically</p> <p>PWR2.9.c-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Collaboration - Cooperate for a common purpose</p>
High School Expectations	
Concepts and skills students know include: <ul style="list-style-type: none"> • MAHR.05.13 Select compensation system to match management’s goals and attract employees. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Explain payroll functions. RWC01.01.f b. Select a payroll system. RWC04.10.c c. Determine components of compensation system. PWR1.2.d d. Explain the components of a compensation system. RWC01.07.b e. Discuss the nature of executive compensation. RWC01.03.a f. Identify pay structures. PWR1.2.d g. Determine pay grade of job. 	<p>Academic Content Knowledge Alignment: RWC01.01.f - Oral Expression and Listening - Effective speaking in formal and informal settings requires appropriate use of methods and audience awareness - Select appropriate technical or specialized language</p> <p>RWC01.03.a - Oral Expression and Listening - Verbal and nonverbal cues impact the intent of communication - Give informal talks using an appropriate level of formality of verbal language and nonverbal interaction with audience</p> <p>RWC01.07.b - Oral Expression and Listening - Oral presentations require effective preparation strategies - Use verbal and nonverbal techniques to communicate information</p> <p>RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem</p>

	<p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.2.d-Postsecondary & Workforce Readiness, Content Knowledge , Mathematical Sciences - Apply knowledge of mathematics to problem solve, analyze issues, and make critical decisions that arise in everyday life</p>
<p>High School Expectations</p>	
<p>Concepts and skills students know include:</p> <ul style="list-style-type: none"> MAHR.05.14 Analyze compensation functions to meet employee expectations and to remain competitive with other employers. 	
<p>Evidence Outcomes - Students can:</p>	<p>21st Century Skills and Readiness Competencies</p>
<p>a. Identify emerging compensation issues. SST03.04.d b. Analyze pay rates. MAT03.03.c, PWR1.2.d c. Evaluate compensation policies and procedures. PWR2.1.a, RWC04.10.c</p>	<p>Academic Content Knowledge Alignment: MAT03.03.c-Mathematics, Data Analysis, Statistics, and Probability, Visual displays and summary statistics condense the information in data sets into usable knowledge - Describe the relationship between two categorical variables using percents</p> <p>RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem</p> <p>SST03.04.d-Social Studies, Economics, Design, analyze, and apply a financial plan based on short- and long-term financial goals (PFL) - Identify sources of personal income and likely deductions and expenditures as a basis for a financial plan</p> <p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.2.d-Postsecondary & Workforce Readiness, Content Knowledge , Mathematical Sciences - Apply knowledge of mathematics to problem solve, analyze issues, and make critical decisions that arise in everyday life</p> <p>PWR2.1.a-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Critical Thinking and Problem Solving - Apply logical reasoning and analytical skills</p>

High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.05.15 Identify employee benefit options to attract and keep qualified employees. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Explain the nature of benefit plans (e.g., health insurance, life insurance, retirement plans, educational assistance, health club, etc.). MAT03.05.f, RWC01.01.c, SST03.05.b, SST03.07.a, SST03.07.b b. Explain the nature of retirement plans. RWC01.01.c, SST03.05.b 	<p>Academic Content Knowledge Alignment:</p> <p>MAT03.05.f - Data Analysis, Statistics, and Probability - Probability models outcomes for situations in which there is inherent randomness, quantifying the degree of certainty in terms of relative frequency of occurrence - Analyze, using all tools including graphing technology, the cost of insurance as a method to offset the risk of a situation (PFL)</p> <p>RWC01.01.c - Oral Expression and Listening - Effective speaking in formal and informal settings requires appropriate use of methods and audience awareness - Use examples, illustrations, graphics, quotations, analogies, facts, and statistics to focus and support the content of a presentation</p> <p>SST03.05.b-Social Studies, Economics, Analyze strategic spending, saving, and investment options to achieve the objectives of diversification, liquidity, income, and growth (PFL) - Evaluate factors to consider when managing savings and investment accounts</p> <p>SST03.07.a-Social Studies, Economics, Identify, develop, and evaluate risk-management strategies (PFL) - Differentiate between types of insurance</p> <p>SST03.07.b-Social Studies, Economics, Identify, develop, and evaluate risk-management strategies (PFL) - Explain the function and purpose of insurance</p>
	Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...):
High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.05.16 Select benefit options to offer employees. 	

Evidence Outcomes - Students can:	21 st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Conduct benefits need assessment. b. Design a retirement plan. PWR2.1.d, SST03.05.a, SST03.05.d c. Establish a benefits plan. 	<p>Academic Content Knowledge Alignment: SST03.05.a-Social Studies, Economics, Analyze strategic spending, saving, and investment options to achieve the objectives of diversification, liquidity, income, and growth (PFL) - Compare and contrast the variety of investments available for a diversified portfolio</p> <p>SST03.05.d-Social Studies, Economics, Analyze strategic spending, saving, and investment options to achieve the objectives of diversification, liquidity, income, and growth (PFL) - Describe the appropriate types of investments to achieve the objectives of liquidity, income and growth</p> <p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR2.1.d-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Critical Thinking and Problem Solving - Collect and analyze quantitative and qualitative data and research</p>
High School Expectations	
<p>Concepts and skills students know include:</p> <ul style="list-style-type: none"> • MAHR.05.17 Analyze benefit plans to maximize employee satisfaction while minimizing human resources costs. 	
Evidence Outcomes - Students can:	21 st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Explain methods that can be used to analyze benefit plans. RWC01.07.b b. Evaluate benefits plan. MAT03.03.c, PWR1.1.c, RWC04.10.c 	<p>Academic Content Knowledge Alignment: MAT03.03.c-Mathematics, Data Analysis, Statistics, and Probability, Visual displays and summary statistics condense the information in data sets into usable knowledge - Describe the relationship between two categorical variables using percents</p> <p>RWC01.07.b - Oral Expression and Listening - Oral presentations require effective preparation strategies - Use verbal and nonverbal techniques to communicate information</p> <p>RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem</p>

	<p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.1.c-Postsecondary & Workforce Readiness, Content Knowledge , Literacy - Use logic and rhetoric to analyze and critique ideas</p>
<p>High School Expectations</p>	
<p>Concepts and skills students know include:</p> <ul style="list-style-type: none"> MAHR.05.18 Analyze employee fitness and wellness program to facilitate employee well-being. 	
<p>Evidence Outcomes - Students can:</p>	<p>21st Century Skills and Readiness Competencies</p>
<p>a. Explain types of fitness/wellness programs offered by businesses. RWC01.07.b b. Assess company's employee fitness/wellness program. PWR1.2.d, RWC04.10.c</p>	<p>Academic Content Knowledge Alignment: RWC01.07.b - Oral Expression and Listening - Oral presentations require effective preparation strategies - Use verbal and nonverbal techniques to communicate information RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem</p> <p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.2.d-Postsecondary & Workforce Readiness, Content Knowledge , Mathematical Sciences - Apply knowledge of mathematics to problem solve, analyze issues, and make critical decisions that arise in everyday life</p>
<p>High School Expectations</p>	
<p>Concepts and skills students know include:</p> <ul style="list-style-type: none"> MAHR.05.19 Select employee fitness and wellness program to facilitate employee well-being. 	
<p>Evidence Outcomes - Students can:</p>	<p>21st Century Skills and Readiness Competencies</p>

(no outcomes listed)	Academic Content Knowledge Alignment:
	Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...):
High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.05.20 Develop company's health and safety programs to ensure compliance with regulations and employee protection. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Implement workplace injury/occupational illness procedures. b. Evaluate effectiveness of company's injury/occupational illness prevention programs. PWR1.2.d, RWC04.10.c c. Set up company's injury/occupational illness prevention programs. 	Academic Content Knowledge Alignment: RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.2.d-Postsecondary & Workforce Readiness, Content Knowledge , Mathematical Sciences - Apply knowledge of mathematics to problem solve, analyze issues, and make critical decisions that arise in everyday life
High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.05.21 Assess company's health and safety programs to ensure compliance with regulations and employee protection. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies

(no outcomes listed)	Academic Content Knowledge Alignment:
	Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...):
High School Expectations	
Concepts and skills students know include: <ul style="list-style-type: none"> • MAHR.05.22 Contribute to organizational development to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Explain the nature of organizational development. RWC01.07.b b. Apply organizational-development theories. c. Evaluate human resources management's contribution to organizational effectiveness. PWR1.1.b, RWC01.07.b 	Academic Content Knowledge Alignment: RWC01.07.b - Oral Expression and Listening - Oral presentations require effective preparation strategies - Use verbal and nonverbal techniques to communicate information
	Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.1.b-Postsecondary & Workforce Readiness, Content Knowledge , Literacy - Write clearly and coherently for a variety of purposes and audiences
Prepared Completer Competencies: <ul style="list-style-type: none"> • MAHR.06 Information Management: Access, process, maintain, evaluate, and disseminate information to support business functioning. 	

High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR06.01 Utilize a human resource information system to increase organizational efficiency. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Explain the nature of a human resource information system (HRIS). RWC01.07.b b. Capture and store data in a human resource information system (HRIS). c. Mine data in human resource information system. d. Identify trends in human resource information systems (HRIS). PWR2.2.a, RWC04.06.d e. Institute policies/procedures to protect the privacy of human-resources information. PWR2.2.b 	<p>Academic Content Knowledge Alignment: RWC01.07.b - Oral Expression and Listening - Oral presentations require effective preparation strategies - Use verbal and nonverbal techniques to communicate information</p> <p>RWC04.06.d - Research and Reasoning - Collect, analyze, and evaluate information obtained from multiple sources to answer a question, propose solutions, or share findings and conclusions - Use a variety of strategies (such as search engines, online databases, interview) to collect and organize relevant and significant information</p>
	<p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR2.2.a-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Find and Use Information/Information Technology - Select, integrate, and apply appropriate technology to access and evaluate new information</p> <p>PWR2.2.b-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Find and Use Information/Information Technology - Understand the ethical uses of information</p>
High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.06.02 Utilize relevant human resource tools to increase organizational efficiency. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
(no outcomes listed)	Academic Content Knowledge Alignment:

	Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...):
Prepared Completer Competencies: <ul style="list-style-type: none"> MAHR.07 Marketing: Employ and manage the tools, techniques and systems businesses use in creating, communicating and delivering value to the public. 	
High School Expectations	
Concepts and skills students know include: <ul style="list-style-type: none"> MAHR.07.01 Describe a company's unique selling points. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
a. Develop strategies to market the organization to potential employees. PWR2.3.b, RWC01.01.e	Academic Content Knowledge Alignment: RWC01.01.e - Oral Expression and Listening - Effective speaking in formal and informal settings requires appropriate use of methods and audience awareness - Choose specific words and word order for intended effect and meaning Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR2.3.b-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Creativity and Innovation - Generate, evaluate, and implement new ideas and novel approaches
High School Expectations	
Concepts and skills students know include: <ul style="list-style-type: none"> MAHR.07.02 Recognize a company's unique selling points, or what sets the company apart from its competitors. 	

Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
a. Develop strategies to market the organization to potential employees. PWR2.3.b, RWC01.01.e	<p>Academic Content Knowledge Alignment: RWC01.01.e - Oral Expression and Listening - Effective speaking in formal and informal settings requires appropriate use of methods and audience awareness - Choose specific words and word order for intended effect and meaning</p> <p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR2.3.b-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Creativity and Innovation - Generate, evaluate, and implement new ideas and novel approaches</p>
Prepared Completer Competencies:	
<ul style="list-style-type: none"> MAHR.08 Operations: Monitor plan and control day-to-day business activities to foster a healthy and safe work environment. 	
High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.08.01 Explain human resources health and safety issues. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Describe general health and safety practices monitored and assessed by human resources management. PWR2.1.b, RWC01.07.b b. Discuss the nature of incident and emergency response plans. RWC01.07.b c. Describe the nature of employee-assistance programs. PWR2.1.b, RWC01.07.b d. Explain the nature of employee fitness/wellness programs. RWC01.07.b e. Discuss human resources management issues resulting from employee's drug use and dependency. RWC01.07.b 	<p>Academic Content Knowledge Alignment: RWC01.07.b - Oral Expression and Listening - Oral presentations require effective preparation strategies - Use verbal and nonverbal techniques to communicate information</p> <p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR2.1.b-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Critical Thinking and Problem Solving - Conduct research using acceptable research methods</p>

High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.08.02 Troubleshoot health and safety problems to foster a safe work environment. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Identify potential workplace violence conditions. b. Protect business's security when terminating employees. c. Implement workplace injury/occupational illness procedures (e.g., worker's compensation, OSHA). RWC04.10.c d. Ensure compliance with all applicable workplace health and safety laws and regulations. PWR2.1.b e. Facilitate investigation procedures of workplace safety, health, and security enforcement agencies. 	Academic Content Knowledge Alignment: RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem
	Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR2.1.b-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Critical Thinking and Problem Solving - Conduct research using acceptable research methods
High School Expectations	
Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.08.03 Develop and analyze human resources safety and security programs, practices, and services. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Recommend an emergency response and business recovery plan. b. Recommend an incidence response plan. c. Evaluate incident and emergency response plans (e.g., natural disasters, workplace safety threats, evacuations, etc.). PWR2.1.b, RWC04.10.c d. Recommend a security plan for a business. e. Evaluate security plans to protect the company from liability. PWR2.1.b, RWC04.10.c f. Develop/select injury/occupational illness prevention programs. g. Develop/select safety training and incentive programs. h. Set up an employee-assistance program. i. Assess employee-wellness programs. PWR1.2.d, RWC04.10.c j. Evaluate effectiveness of safety training and incentive programs. PWR2.1.b, RWC04.10.c 	Academic Content Knowledge Alignment: RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem
	Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR1.2.d-Postsecondary & Workforce Readiness, Content Knowledge , Mathematical Sciences - Apply knowledge of mathematics to problem solve, analyze issues, and make critical decisions that arise in everyday life PWR2.1.b-Postsecondary & Workforce Readiness, Learning and Behavior Skills,

	Critical Thinking and Problem Solving - Conduct research using acceptable research methods
Prepared Completer Competencies: <ul style="list-style-type: none"> MAHR.09 Strategic Management: Plan, control, and organize the Human Resource department so that the department maximizes its contribution to business success. 	
High School Expectations	
Concepts and skills students know include: <ul style="list-style-type: none"> MAHR.09.01 Implement strategic-planning processes to guide human resources management decision-making. 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Explain how human resources management participates in a company's strategic planning process. RWC01.07.b b. Determine the strategic importance of organizational exit. c. Develop organizational change-management program. RWC01.07.b d. Facilitate activities to enable strategic management process implementation. e. Evaluate human resources management's contribution to organizational effectiveness. PWR2.1.a, RWC04.10.c 	<p>Academic Content Knowledge Alignment: RWC01.07.b - Oral Expression and Listening - Oral presentations require effective preparation strategies - Use verbal and nonverbal techniques to communicate information RWC04.10.c - Research and Reasoning - Effective problem-solving strategies require high-quality reasoning - Implement a purposeful and articulated process to solve a problem</p> <p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...): PWR2.1.a-Postsecondary & Workforce Readiness, Learning and Behavior Skills, Critical Thinking and Problem Solving - Apply logical reasoning and analytical skills</p>
High School Expectations	

Concepts and skills students know include:	
<ul style="list-style-type: none"> MAHR.09.02 Evaluate organization's strategic planning and policy-making processes to guide decision-making 	
Evidence Outcomes - Students can:	21st Century Skills and Readiness Competencies
<ul style="list-style-type: none"> a. Apply environmental scanning techniques to assess strategic-planning processes. MAT03.01.a, MAT03.01.b, PWR1.2.d b. Apply results of environmental scan to business goals/objectives. MAT03.01.c 	<p>Academic Content Knowledge Alignment:</p> <p>MAT03.01.a-Mathematics, Data Analysis, Statistics, and Probability, Statistical methods take variability into account, supporting informed decision-making through quantitative studies designed to answer specific questions - Formulate appropriate research questions that can be answered with statistical analysis</p> <p>MAT03.01.b-Mathematics, Data Analysis, Statistics, and Probability, Statistical methods take variability into account, supporting informed decision-making through quantitative studies designed to answer specific questions - Determine appropriate data collection methods to answer a research question</p> <p>MAT03.01.c-Mathematics, Data Analysis, Statistics, and Probability, Statistical methods take variability into account, supporting informed decision-making through quantitative studies designed to answer specific questions - Explain how data might be analyzed to provide answers to a research question</p>
	<p>Learning & Behavioral Skills (Inquiry, Application in Society & Technology & Nature of...):</p> <p>PWR1.2.d-Postsecondary & Workforce Readiness, Content Knowledge , Mathematical Sciences - Apply knowledge of mathematics to problem solve, analyze issues, and make critical decisions that arise in everyday life</p>