

Finance Cluster

Utilize mathematical concepts, skills and problem solving to obtain necessary information for decision making in the finance industry. FN01

- 1 **Employ numbers and operations in finance.** FN01.01.01
- 2 **Recognize relationships among numbers.** FN01.01.02
- 3 **Employ mathematical operations.** FN01.01.03
- 4 **Perform computations successfully.** FN01.01.04
- 5 **Predict reasonable estimations.** FN01.01.05
- 6 **Apply algebraic skills to make business decisions.** FN01.02.01
- 7 **Recognize patterns and mathematical relations.** FN01.02.02
- 8 **Use algebraic symbols to represent, solve, and analyze mathematical problems.** FN01.02.03
- 9 **Create mathematical models from real-life situations.** FN01.02.04
- 10 **Represent changes in quantities mathematically.** FN01.02.05
- 11 **Determine rate of change mathematically.** FN01.02.06
- 12 **Interpret graphical and numerical data.** FN01.02.07
- 13 **Perform data analysis to make business decisions.** FN01.03.01
- 14 **Formulate questions effectively.** FN01.03.02
- 15 **Collect relevant data.** FN01.03.03
- 16 **Organize useful data.** FN01.03.04
- 17 **Answer questions appropriately.** FN01.03.05
- 18 **Employ appropriate statistical methods in data analysis.** FN01.03.06
- 19 **Develop and evaluate inferences and predictions.** FN01.03.07
- 20 **Apply basic concepts of probability.** FN01.03.08

21 Use problem-solving techniques to evaluate the accuracy of mathematical responses in finance. FN01.04.01

22 Identify problem-solving techniques. FN01.04.02

23 Apply a variety of problem-solving strategies. FN01.04.03

24 Adjust problem-solving strategies, when needed. FN01.04.04

Utilize tools, strategies and systems to plan, monitor, manage and maintain the use of financial resources. FN02

1 Describe the nature and scope of finance. FN02.01.01

2 Explain the role of finance in business. FN02.01.02

3 Discuss the role of ethics in finance. FN02.01.03

4 Explain legal considerations for finance. FN02.01.04

5 Discuss trends in the current financial environment (i.e., consolidation, regulatory burden, role of technology, and globalization). FN02.01.05

Plan, staff, lead and organize human resources in finance to enhance employee productivity and job satisfaction. FN03

1 Describe the role and function of human resources management. FN03.01.01

2 Discuss the nature of human resources management. FN03.01.02

3 Explain the role of ethics in human resources management. FN03.01.03

4 Describe the use of technology in human resources management. FN03.01.04

Determine effective tools, techniques and systems to communicate and deliver value to finance customers. FN04

1 Discuss marketing's role and function. FN04.01.01

2 Explain marketing and its importance in a global economy. FN04.01.02

3 Describe marketing functions and related activities. FN04.01.03

4 Describe customer/client/business behavior in finance. FN04.02.01

5 Explain customer/client/business buying behavior. FN04.02.02

6 Discuss actions employees can take to achieve the company's desired results. FN04.02.03

7 Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.). FN04.02.04

8 Explain a finance organization's unique selling proposition. FN04.03.01

9 Identify company's unique selling proposition. FN04.03.02

10 Identify internal and external service standards. FN04.03.03

Create and maintain positive, ongoing relationships with finance customers. FN05

- 1 Foster positive relationships with finance customers.** FN05.01.01
- 2 Explain the nature of positive customer relations.** FN05.01.02
- 3 Demonstrate a customer service mindset.** FN05.01.03
- 4 Explain management's role in customer relations.** FN05.01.04
- 5 Reinforce finance organization's image by exhibiting the company's brand promise.** FN05.02.01
- 6 Identify company's brand promise.** FN05.02.02
- 7 Determine ways of reinforcing the company's image through employee performance.** FN05.02.03
- 8 Explain the nature and scope of customer relationship management in finance.** FN05.03.01
- 9 Discuss the nature of customer relationship management.** FN05.03.02
- 10 Explain the role of ethics in customer relationship management.** FN05.03.03
- 11 Describe the use of technology in customer relationship management.** FN05.03.04
- 12 Discuss customer relationship management as a key factor to success in the finance industry.** FN05.03.05
- 13 Explain trends in customer relationship management that impact finance.** FN05.03.06

Plan, monitor and manage day-to-day activities to ensure effective and efficient finance operations. FN06

- 1 Describe production's role and function.** FN06.01.01
- 2 Explain the concept of production.** FN06.01.02
- 3 Describe production activities.** FN06.01.03
- 4 Discuss operation's role and function in finance.** FN06.02.01
- 5 Explain the nature of operations.** FN06.02.02
- 6 Discuss the role of ethics in operations.** FN06.02.03
- 7 Describe the use of technology in operations.** FN06.02.04
- 8 Implement purchasing activities in finance.** FN06.03.01
- 9 Explain the nature and scope of purchasing.** FN06.03.02

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- 10 Place orders/reorders.** FN06.03.03

 - 11 Maintain inventory of supplies.** FN06.03.04

 - 12 Manage the bid process in purchasing.** FN06.03.05

 - 13 Select vendors.** FN06.03.06

 - 14 Evaluate vendor's performance.** FN06.03.07

 - 15 Implement quality-control processes in finance.** FN06.04.01

 - 16 Identify quality-control measures.** FN06.04.02

 - 17 Utilize quality control methods at work.** FN06.04.03

 - 18 Describe crucial elements of a quality culture.** FN06.04.04

 - 19 Describe the role of management in the achievement of quality.** FN06.04.05

 - 20 Establish efficient operating systems.** FN06.04.06
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Implement safety, health and environmental controls to ensure a safe and productive finance work workplace. FN07

- 1 Adhere to health and safety regulations in finance.** FN07.01.01

- 2 Describe health and safety regulations in business.** FN07.01.02

- 3 Report noncompliance with business health and safety regulations.** FN07.01.03

- 4 Implement safety procedures in finance.** FN07.02.01

- 5 Follow instructions for use of equipment, tools, and machinery.** FN07.02.02

- 6 Follow safety precautions.** FN07.02.03

- 7 Maintain a safe work environment.** FN07.02.04

- 8 Explain procedures for handling accidents.** FN07.02.05

- 9 Handle and report emergency situations.** FN07.02.06

- 10 Determine needed safety policies/procedures in finance.** FN07.03.01

- 11 Identify potential safety issues.** FN07.03.02

- 12 Establish safety policies and procedures.** FN07.03.03

- 13 Implement security policies/procedures in finance.** FN07.04.01

- 14 Explain routine security precautions.** FN07.04.02

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- 15 Follow established security procedures/policies.** FN07.04.03

 - 16 Protect company information and intangibles.** FN07.04.04

 - 17 Develop policies/procedures to protect workplace security in finance.** FN07.05.01

 - 18 Identify potential security issues.** FN07.05.02

 - 19 Establish policies to protect company information and intangibles.** FN07.05.03

 - 20 Establish policies to maintain a non-hostile work environment.** FN07.05.04

 - 21 Establish policies and procedures to maintain physical security of the work environment.** FN07.05.05
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Describe and follow laws, regulations and ethical standards that affect finance operations and transactions. FN08

- 1 Employ ethical actions in obtaining and providing finance information.** FN08.01.01

- 2 Respect the privacy of others.** FN08.01.02

- 3 Explain ethical considerations in providing information.** FN08.01.03

- 4 Protect confidential information.** FN08.01.04

- 5 Determine information appropriate to obtain from a client or another employee.** FN08.01.05

- 6 Apply ethics in finance.** FN08.02.01

- 7 Explain the nature of business ethics.** FN08.02.02

- 8 Demonstrate responsible behavior.** FN08.02.03

- 9 Demonstrate honesty and integrity.** FN08.02.04

- 10 Demonstrate ethical work habits.** FN08.02.05

- 11 Manage internal and external business relationships in finance.** FN08.03.01

- 12 Treat others fairly at work.** FN08.03.02

- 13 Describe ethics in human resources issues.** FN08.03.03

- 14 Explain the nature and scope of business laws and regulations.** FN08.04.01

- 15 Discuss the nature of law and sources of law in the United States.** FN08.04.02

- 16 Describe the United States' judicial system.** FN08.04.03

- 17 Describe legal issues affecting businesses.** FN08.04.04

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- 18** Discuss the civil foundations of the legal environment of business. FN08.05.01
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- 19** Identify the basic torts relating to business enterprises. FN08.05.02
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- 20** Describe the nature of legally binding contracts. FN08.05.03
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- 21** Explore the regulatory environment of United States' businesses. FN08.06.01
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- 22** Describe the nature of legal procedures. FN08.06.02
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- 23** Discuss the nature of debtor-creditor relationships. FN08.06.03
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- 24** Explain the nature of agency relationships. FN08.06.04
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- 25** Discuss the nature of environmental law. FN08.06.05
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- 26** Discuss the role of administrative law. FN08.06.06
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- 27** Describe human resources laws and regulations. FN08.07.01
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- 28** Explain the nature of human resources regulations. FN08.07.02
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- 29** Explain the nature of workplace regulations (including OSHA, ADA). FN08.07.03
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- 30** Discuss employment relationships. FN08.07.04
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- 31** Determine form of business ownership. FN08.08.01
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- 32** Explain types of business ownership. FN08.08.02
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- 33** Select form of business ownership. FN08.08.03
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- 34** Explain commerce laws and regulations. FN08.09.01
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- 35** Explain the nature of trade regulations. FN08.09.02
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- 36** Describe the impact of anti-trust legislation. FN08.09.03
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- 37** Discuss tax laws and regulations. FN08.10.01
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- 38** Explain the nature of tax regulations on business. FN08.10.02
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- 39** Explain the nature of businesses' reporting requirements. FN08.10.03
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- 40** Develop strategies for legal/government compliance. FN08.10.04
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- 41** Describe government regulation of the finance industry. FN08.11.01
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- 42** Explain federal legislation impacting the finance industry (e.g., Gramm-Leach-Bliley Act, Sarbanes-Oxley Act, Uniform Commercial Code, etc.). FN08.11.02

43 Discuss the effect of tax laws and regulations on financial transactions. FN08.11.03

44 Discuss the nature and scope of compliance in finance. FN08.12.01

45 Discuss the nature and scope of compliance in the finance industry. FN08.12.02

46 Describe the use of technology in compliance. FN08.12.03

47 Explain the role of business ethics in compliance. FN08.12.04

Plan, manage and maintain the use of financial resources to protect solvency. FN09

1 Discuss the fundamental principles of money. FN09.01.01

2 Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.). FN09.01.02

3 Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.). FN09.01.03

4 Describe functions of money (medium of exchange, unit of measure, store of value). FN09.01.04

5 Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.). FN09.01.05

6 Explain the time value of money. FN09.01.06

7 Explain the purposes and importance of credit. FN09.01.07

8 Explain legal responsibilities associated with financial exchanges. FN09.01.08

9 Describe the use of financial services providers. FN09.02.01

10 Describe types of financial services providers. FN09.02.02

11 Discuss considerations in selecting a financial services provider. FN09.02.03

12 Use investment strategies. FN09.03.01

13 Explain types of investments. FN09.03.02

14 Explain the nature of capital investment. FN09.03.03

15 Establish investment goals and objectives. FN09.03.04

16 Identify potential business threats and opportunities to protect a business's financial well-being. FN09.04.01

17 Describe the concept of insurance. FN09.04.02

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- 18 Obtain insurance coverage.** FN09.04.03
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- 19 Settle insurance losses.** FN09.04.04
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- 20 Identify speculative business risks.** FN09.04.05
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- 21 Explain the nature of risk management.** FN09.04.06
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- 22 Obtain business credit and control its use.** FN09.05.01
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- 23 Explain the purposes and importance of obtaining business credit.** FN09.05.02
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- 24 Analyze critical banking relationships.** FN09.05.03
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- 25 Make critical decisions regarding acceptance of bank cards.** FN09.05.04
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- 26 Determine financing needed for business operations.** FN09.05.05
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- 27 Identify risks associated with obtaining business credit.** FN09.05.06
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- 28 Explain sources of financial assistance.** FN09.05.07
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- 29 Explain loan evaluation criteria used by lending institutions.** FN09.05.08
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- 30 Complete loan application package.** FN09.05.09
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- 31 Manage financial resources to ensure solvency.** FN09.06.01
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- 32 Describe the nature of budgets.** FN09.06.02
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- 33 Explain the nature of operating budgets.** FN09.06.03
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- 34 Describe the nature of cost/benefit analysis.** FN09.06.04
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- 35 Determine relationships among total revenue, marginal revenue, output, and profit.** FN09.06.05
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- 36 Develop company's/department's budget .** FN09.06.06
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- 37 Forecast sales.** FN09.06.07
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- 38 Calculate financial ratios.** FN09.06.08
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- 39 Interpret financial statements.** FN09.06.09
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- 40 Describe types of financial statement analysis (e.g., ratio analysis, trend analysis, etc.).** FN09.06.10
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- 41 Spot problems in/issues with financial statements.** FN09.06.11
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- 42 Explain the importance of financial markets in business.** FN09.07.01

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- 43 Describe the role of financial institutions.** FN09.07.02
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- 44 Explain types of financial markets (i.e., money markets, securities markets, property market, market for risk transfer).** FN09.07.03
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- 45 Explain the nature of assets' values.** FN09.08.01
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- 46 Discuss factors that affect the value of an asset (e.g., cash flows, growth rate, timing, inflation, interest rate, opportunity cost, risk, and required return).** FN09.08.02
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- 47 Utilize sources of securities information to make informed financial decisions.** FN09.09.01
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- 48 Describe sources of securities information.** FN09.09.02
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- 49 Read/interpret securities table.** FN09.09.03
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- 50 Use debt and equity capital to raise funds for business growth.** FN09.10.01
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- 51 Describe the financial needs of a business at different stages of its development.** FN09.10.02
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- 52 Discuss factors to consider in choosing between debt and equity capital.** FN09.10.03
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- 53 Explain the significance of a firm's capital structure.** FN09.10.04
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Plan, organize and manage a finance organization/department.

- 1 Explain management's role in business success.** FN10.01.01
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- 2 Explain the concept of management.** FN10.01.02
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- 3 Explain the nature of managerial ethics.** FN10.01.03
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- 4 Utilize planning tools that can guide finance organization's/department's activities.** FN10.02.01
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- 5 Explain the nature of business plans.** FN10.02.02
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- 6 Develop company goals/objectives.** FN10.02.03
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- 7 Define business mission.** FN10.02.04
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- 8 Conduct an organizational SWOT.** FN10.02.05
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- 9 Explain external planning considerations.** FN10.02.06
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- 10 Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.).** FN10.02.07

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- 11 Develop action plans.** FN10.02.08

 - 12 Develop business plan.** FN10.02.09

 - 13 Control a finance organization's/department's activities.** FN10.03.01

 - 14 Describe the nature of managerial control (control process, types of control, what is controlled).** FN10.03.02

 - 15 Analyze operating results in relation to budget/industry.** FN10.03.03

 - 16 Track performance of business plan.** FN10.03.04
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Plan, monitor and manage day-to-day activities required to sustain continued business functioning. FN11

- 1 Implement expense-control strategies.** FN11.01.01

 - 2 Explain the nature of overhead/operating costs.** FN11.01.02

 - 3 Explain employee's role in expense control.** FN11.01.03

 - 4 Control use of supplies.** FN11.01.04

 - 5 Conduct breakeven analysis.** FN11.01.05

 - 6 Negotiate service and maintenance contracts.** FN11.01.06

 - 7 Negotiate lease or purchase of facility.** FN11.01.07

 - 8 Develop expense-control plans.** FN11.01.08

 - 9 Use budgets to control operations.** FN11.01.09

 - 10 Maintain property and equipment.** FN11.02.01

 - 11 Identify routine activities for maintaining business facilities and equipment.** FN11.02.02

 - 12 Plan maintenance program.** FN11.02.03
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Access, evaluate and disseminate financial information to enhance financial decision-making processes. FN12

- 1 Explain the nature and scope of financial information management.** FN12.01.01

- 2 Describe the need for financial information.** FN12.01.02

- 3 Explain the nature and scope of the financial information management function.** FN12.01.03

- 4 Explain the role of ethics in financial information management.** FN12.01.04

- 5 Discuss the importance of accurately reporting a business's financial position.** FN12.02.01

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- 6 Describe the need to accurately report a business's financial position.** FN12.02.02

 - 7 Describe the relationship between accounting (with an emphasis on cash flow) and finance (with an emphasis on decision-making).** FN12.02.03

 - 8 Discuss types of accounting systems used to report a business's financial position (i.e., financial, tax, management, cost, accrual).** FN12.02.04

 - 9 Discuss the nature and scope of financial information analysis.** FN12.03.01

 - 10 Discuss the impact of economic conditions on finance.** FN12.03.02

 - 11 Explain the use of financial information to identify trends.** FN12.03.03

 - 12 Describe the need to analyze customer financial information.** FN12.03.04

 - 13 Identify reasons to analyze financial data (e.g., to understand accounting treatment, to verify information, to analyze variances, to guide financial decision-making).** FN12.03.05

 - 14 Utilize financial information technology tools.** FN12.04.01

 - 15 Describe the use of technology in the financial information management function.** FN12.04.02

 - 16 Demonstrate data mining techniques.** FN12.04.03

 - 17 Demonstrate budgeting applications.** FN12.04.04

 - 18 Demonstrate financial analysis applications.** FN12.04.05

 - 19 Demonstrate advanced database applications.** FN12.04.06
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Manage a financial product or service mix in order to respond to market opportunities. FN13

- 1 Explain the nature and scope of product/service management.** FN13.01.01

- 2 Explain the nature and scope of the product/service management function.** FN13.01.02

- 3 Identify the impact of product life cycles on business decisions.** FN13.01.03

- 4 Explain the use of technology in the product/service management function.** FN13.01.04

- 5 Discuss business ethics in product/service management.** FN13.01.05

- 6 Develop a financial product/service mix.** FN13.02.01

- 7 Explain the concept of financial product/service mix.** FN13.02.02

- 8 Describe the nature of financial product/service bundling.** FN13.02.03

9 Identify financial product/service to fill a customer need. FN13.02.04

10 Position financial products/services to acquire desired business image. FN13.03.01

11 Describe factors used to position financial products/services. FN13.03.02

12 Explain the nature of financial product/service branding. FN13.03.03

13 Explain the role of customer service in positioning/image. FN13.03.04

14 Position company to acquire desired business image. FN13.04.01

15 Explain the nature of corporate branding. FN13.04.02

16 Describe factors used by businesses to position corporate brands. FN13.04.03

Employ financial risk-management strategies and techniques used to minimize business loss. FN14

1 Describe the nature and scope of risk management in finance. FN14.01.01

2 Explain the role of ethics in risk management. FN14.01.02

3 Describe the use of technology in risk management. FN14.01.03

4 Discuss legal considerations affecting risk management. FN14.01.04

5 Use risk-management techniques in finance. FN14.02.01

6 Discuss the relationship between risk and business objectives. FN14.02.02

7 Develop a risk-management program. FN14.02.03

8 Evaluate a risk-management program. FN14.02.04

9 Describe risk-control methods in finance. FN14.03.01

10 Discuss the nature of risk control (i.e., internal and external). FN14.03.02

11 Explain ways to assess risk. FN14.03.03

12 Describe the importance of auditing risk control. FN14.03.04

13 Discuss risk-control systems. FN14.03.05
