

<p>Goodheart-Willcox Publisher</p> <p>Correlation of <i>Principles of Management</i> ©2020</p> <p>to the Florida Department of Education Student Performance Standards for Management and Human Resources</p>		
FS-M/LA	STANDARDS	G-W CORRELATING PAGES
37.0 Describe how formulating policies and guiding the change process supports the organizations' mission and strategic goals – the student will be able to:		
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1	37.01 Identify information relating to an organization's internal operations and strategic development. Include discussion of finance, marketing and IT areas.	<p>Instruction:</p> <p>Pg. 58–60 Management Information for Planning Purposes</p> <p>Pg. 191–194 Financial Controls</p> <p>Pg. 194–195 Information Technology Control</p> <p>Pg. 312–327 Chapter 18 Marketing</p> <p>Application:</p> <p>Pg. 63 Check Your Understanding #1–2</p> <p>Pg. 68 Review Your Knowledge #1–4</p> <p>Pg. 197 Review Your Knowledge #9–10</p> <p>Pg. 329 Review Your Knowledge #1–10</p>
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1	37.02 Identify information from outside the organization; include reference to the general business environment, industry practices, technology advancements, economy, and labor force, legal and regulatory environment.	<p>Instruction:</p> <p>Pg. 58–60 Management Information for Planning Purposes</p> <p>Pg. 119–120 Labor Relations and Compensation</p> <p>Pg. 120 Figure 7-2 Compensation and Benefit Laws</p> <p>Pg. 120–122 Equal Employment Opportunity Laws</p> <p>Pg. 121 Figure 7-3 Equal Employment Opportunity Laws</p> <p>Pg. 194–195 Information Technology Control</p> <p>Pg. 222 Business Environment</p> <p>Pg. 229–233 US Laws</p> <p>Pg. 230 Figure 13-2 E-Commerce Laws</p> <p>Pg. 231 Figure 13-3 Finance Laws</p> <p>Pg. 232 Figure 13-4 Environmental Laws</p> <p>Pg. 244–245 Economic Environment</p> <p>Pg. 267–268 Global Environment</p> <p>Application:</p> <p>Pg. 63 Check Your Understanding #1–2</p> <p>Pg. 68 Review Your Knowledge #1–4</p> <p>Pg. 127 Review Your Knowledge #6–7</p>

		Pg. 227 Check Your Understanding #1 Pg. 233 Check Your Understanding #3–5 Pg. 239 Review Your Knowledge #1, 6 Pg. 257 Review Your Knowledge #1 Pg. 273 Review Your Knowledge #6
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1	37.03 Identify types of strategic relationships with key positions within an organization to impact organizational decision making.	Instruction: Pg. 76 Organizational Structure Pg. 77 Figure 5-1 Organization Chart Pg. 77 Organizational Design Pg. 78–81 Chain of Command Pg. 79 Figure 5-2 Line Structure Pg. 80 Figure 5-3 Line-and-Staff Structure Pg. 80 Figure 5-4 Matrix Structure Application: Pg. 89 Review Your Knowledge #1, 4 Pg. 90 Teamwork
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1	37.04 Identify important alliances with key people outside an organization to support strategic growth (e.g., community partnerships).	Instruction: Pg. 234 Role of Business in Society Pg. 235–237 Social Responsibility of Businesses Pg. 235 second column, social audit Application: Pg. 239 Review Your Knowledge #8–10 Pg. 239 Apply Your Knowledge #7–10
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1, LAFS.910.L.2.3, LAFS.1112.L.2.3	37.05 Develop strategies to manage change within the organization that balances the needs of the organization, employees and other stakeholders.	Instruction: Pg. 116 Adaptive Organization Pg. 116–117 Organizational Change Pg. 117 Change Management Application: Pg. 118 Check Your Understanding #3–4 Pg. 127 Review Your Knowledge #2–4 Pg. 128 Internet Research: Adaptive Organization
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6	37.06 Identify ways to develop and communicate organization’s core values and mission.	Instruction: Pg. 46 Review Organizational Mission and Vision Statements, paragraph 2 mission statement Pg. 46 Review Organizational Mission and Vision Statements paragraph 3, vision statement Pg. 83–84 Corporate Culture Pg. 85 Code of Ethics

		Pg. 86–87 Code of Conduct Application: Pg. 53 Review Your Knowledge #7 Pg. 87 Check Your Understanding #1–4 Pg. 89 Review Your Knowledge #8–9 Pg. 89 Apply Your Knowledge #7–8
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6	37.07 Demonstrate ways to support organization’s core values and mission through modeling, communication and coaching.	Instruction: Pg. 46 paragraph 2 mission statement, paragraph 3 vision statement Pg. 83–84 Corporate Culture Pg. 85–86 Code of Ethics, Code of Conduct Application: Pg. 89 Apply Your Knowledge #6–8 Pg. 90 Internet Research: Ethical Workplace Behavior
38.0 Research and explain how evaluating organizational effectiveness contributes to the overall strength of the business – the student will be able to:		
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3 MAFS.912.S-ID.2.5, 3.9 MAFS.912.S-IC.2.6	38.01 Explain how data describing human capital projections and related costs support the organization’s general budget.	Instruction: Pg. 49 Single-Use Plan Pg. 95–96 Human Resources Planning Pg. 106 Employee Turnover Application: Pg. 107 Check Your Understanding #2–3 Pg. 109 Review Your Knowledge #2, 9 Pg. 109 Apply Your Knowledge #3, 9
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3	38.02 Identify types of legislative and regulatory changes that impact organizations. Discuss steps organizations might take to support, modify or oppose these types of changes.	Instruction: Pg. 119–120 Labor Relations and Compensation Pg. 120–122 Equal Employment Opportunity Laws Pg. 229–233 US Laws Pg. 230 Figure 13-2 E-Commerce Laws Pg. 231 Figure 13-3 Finance Laws Pg. 232 Figure 13-4 Environmental Laws Pg. 264–266 Regulations Application: Pg. 127 Review Your Knowledge #6–7 Pg. 128 Internet Research: Federal Labor Legislation

		<p>Pg. 233 Check Your Understanding #3–5</p> <p>Pg. 239 Review Your Knowledge #6</p> <p>Pg. 240 Teamwork</p> <p>Pg. 266 Check Your Understanding #4–5</p> <p>Pg. 273 Review Your Knowledge #4</p> <p>Pg. 273 Apply Your Knowledge #5</p>
<p>LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3</p>	<p>38.03 Discuss enterprise risk management and identify policies that protect an organization from potential risk.</p>	<p>Instruction:</p> <p>Pg. 298 Insurance, paragraph 2 business risk</p> <p>Pg. 298–300 Business Insurance</p> <p>Pg. 300–301 Employee Insurance Coverage</p> <p>Pg. 302–303 Risk Management</p> <p>Pg. 305–306 Cybersecurity Risk Management</p> <p>Pg. 306–307 Managing Customer Credit Risk</p> <p>Application:</p> <p>Pg. 309 Review Your Knowledge #2, 5–6, 8–9</p> <p>Pg. 309 Apply Your Knowledge #3–6</p> <p>Pg. 310 Internet Research: Cybersecurity Risk Management</p>
<p>LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3 LAFS.1112.L.2.3</p>	<p>38.04 Identify organization’s mission, vision, values, business goals, objectives, plans, and processes.</p>	<p>Instruction:</p> <p>Pg. 40 Planning Function</p> <p>Pg. 40–41 Establishing Goals</p> <p>Pg. 45–51 Section 3.2 Developing Plans</p> <p>Pg. 50 Figure 3-7 Gantt Chart</p> <p>Pg. 51 Figure 3-8 Returned Merchandise Procedure for Customer Service</p> <p>Application:</p> <p>Pg. 51 Check Your Understanding #1–5</p> <p>Pg. 53 Review Your Knowledge #1–2, 6–10;</p>
<p>LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3</p>	<p>38.05 Identify and analyze legislative and regulatory processes.</p>	<p>Instruction:</p> <p>Pg. 119–120 Labor Relations and Compensation</p> <p>Pg. 120–122 Equal Employment Opportunity Laws</p> <p>Pg. 229–233 US Laws</p> <p>Pg. 230 Figure 13-2 E-Commerce Laws</p> <p>Pg. 231 Figure 13-3 Finance Laws</p> <p>Pg. 232 Figure 13-4 Environmental Laws</p> <p>Pg. 264–266 Regulations</p> <p>Application:</p> <p>Pg. 127 Review Your Knowledge #6–7</p> <p>Pg. 233 Check Your Understanding #3–5</p> <p>Pg. 239 Review Your Knowledge #6</p>

		Pg. 240 Teamwork Pg. 266 Check Your Understanding #4–5 Pg. 273 Review Your Knowledge #4 Pg. 274 Internet Research: Trade Agreements
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3	38.06 Identify and analyze how design factors, implementation and evaluation impact strategic planning processes.	Instruction: Pg. 45–48 Strategic Planning Process Application: Pg. 51 Check Your Understanding #1–2 Pg. 53 Review Your Knowledge #6 Pg. 54 Internet Research: Strategic Planning Process
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3 MAFS.912.S-MD.2.5, MAFS.912.S-MD.2.7	38.07 Identify and analyze how planning, organizing, directing and controlling impact management functions.	Instruction: Pg. 8 Functions of Management (planning, organizing, leading, controlling bullets) Pg. 40 Planning Function Pg. 76–77 Organizing Function Pg. 134 Leading Function Pg. 184–185 Controlling Function Application: Pg. 44 Check Your Understanding #1 Pg. 53 Review Your Knowledge #1 Pg. 82 Check Your Understanding #1 Pg. 89 Review Your Knowledge #1 Pg. 145 Review Your Knowledge #1 Pg. 188 Check Your Understanding #1 Pg. 197 Review Your Knowledge #1
LAFS.910.RI.4.10, LAFS.1112.RI.4.10 LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3	38.08 Describe examples of significant corporate governance procedures and compliance.	Instruction: Pg. 119–120 Labor Relations and Compensation Pg. 120–122 Equal Employment Opportunity Laws Pg. 229–233 US Laws Pg. 230 Figure 13-2 E-Commerce Laws Pg. 231 Figure 13-3 Finance Laws Pg. 232 Figure 13-4 Environmental Laws Application: Pg. 125 Check Your Understanding #1–3 Pg. 127 Review Your Knowledge #6–7 Pg. 128 Internet Research: Federal Labor Legislation Pg. 233 Check Your Understanding #3–5 Pg. 239 Review Your Knowledge #6

<p>LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10 LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3</p> <p>MAFS.912.S-MD.2.5, MAFS.912.S-MD.2.7</p>	<p>38.09 Identify cost benefit analysis factors utilized during the life cycle of a business, including growth scenarios, anticipated scenarios, economic stress, worst case scenarios and impact on net worth and earnings.</p>	<p>Instruction: Pg. 65–66 Systematic Decision-Making Pg. 66 Cost-Benefit Analysis Pg. 67 Trade-Offs and Opportunity Costs Pg. 252–254 Business Cycle Pg. 299 Product Liability Insurance Pg. 299 Professional Liability Insurance Pg. 304 Economic and Political Risk Pg. 305–306 Cybersecurity Risk Management</p> <p>Application: Pg. 67 Check Your Understanding #5 Pg. 68 Review Your Knowledge #8–9 Pg. 257 Review Your Knowledge #9 Pg. 258 Teamwork Pg. 309 Review Your Knowledge #2, 8 Pg. 310 Internet Research: Cybersecurity Risk Management</p>
<p>LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10 LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3</p>	<p>38.10 Describe business concepts, including competitive advantage, organizational branding, business case development, and corporate responsibility.</p>	<p>Instruction: Pg. 43 Data Analysis, second column, paragraph 1 Pg. 83–84 Corporate Culture Pg. 205 Quality Control, second column, first full paragraph Pg. 235–237 Social Responsibility of Business</p> <p>Application: Pg. 44 Check Your Understanding #5 Pg. 53 Apply Your Knowledge #4 Pg. 87 Check Your Understanding #1–2 Pg. 89 Review Your Knowledge #7–8 Pg. 240 Internet Research: Contemporary Social Responsibility Cases</p>
<p>39.0 Describe how sourcing and recruitment planning are important to the organization’s ability to achieve goals and objectives – the student will be able to:</p>		
<p>LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3</p>	<p>39.01 Describe the importance and manner in which workforce planning and employment activities need to comply with applicable federal laws and regulations, including Title VII, ADA, EEOC, and Uniform Guidelines on Employee Selection Procedures, Immigration Reform and Control Act.</p>	<p>Instruction: Pg. 95 Human Resources Planning, first column, paragraphs 1–2 in second column Pg. 119–120 Labor Relations and Compensation Pg. 120 Figure 7-2 Compensation and Benefit Laws</p>

		<p>Pg. 120–122 Equal Employment Opportunity Laws</p> <p>Pg. 121 Figure 7-3 Equal Employment Opportunity Laws</p> <p>Application:</p> <p>Pg. 109 Review Your Knowledge #2</p> <p>Pg. 125 Check Your Understanding #1–4</p> <p>Pg. 127 Review Your Knowledge #6–7</p> <p>Pg. 128 Apply Your Knowledge #6–7</p> <p>Pg. 128 Internet Research: Federal Labor Legislation</p>
<p>LAFS.910.RI.4.10, LAFS.1112.RI.4.10 LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3</p>	<p>39.02 Identify workforce requirements needed to achieve an organization’s strategic goals and objectives (include corporate recruiting, workforce expansion and reduction). Discuss costs/hire, selection ratios and adverse impact. Evaluate impact of compensation and benefits on recruitment and retention.</p>	<p>Instruction:</p> <p>Pg. 96–98 Recruitment</p> <p>Pg. 96 Figure 6-2 Job Postings</p> <p>Pg. 102–103 Compensation</p> <p>Pg. 105–106 Performance Management</p> <p>Pg. 106–107 Termination of Employees</p> <p>Pg. 121 Equal Employment Opportunity Laws, second column, paragraph 2</p> <p>Application:</p> <p>Pg. 101 Check Your Understanding #2–3</p> <p>Pg. 109 Review Your Knowledge #3, 6, 8–9</p> <p>Pg. 110 Apply Your Knowledge #3, 6, 8, 10</p>
<p>LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3</p>	<p>39.03 Describe procedures to conduct job analysis to create and develop job descriptions and competencies.</p>	<p>Instruction:</p> <p>Pg. 95 Job Analysis</p> <p>Pg. 96 Job Description</p> <p>Application:</p> <p>Pg. 109 Apply Your Knowledge #2</p>
<p>LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10 LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3</p>	<p>39.04 Identify, review, document and update examples of essential job functions for positions.</p>	<p>Instruction:</p> <p>Pg. 95 Job Analysis</p> <p>Pg. 96 Job Description</p> <p>Application:</p> <p>Pg. 109 Apply Your Knowledge #2</p>

LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10 LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3	39.05 Describe criteria for hiring, retraining, retaining and promoting based on job descriptions.	Instruction: Pg. 96–98 Recruitment Pg. 98–99 Training and Development Pg. 102–104 Section 6.2 Retaining Employees Pg. 105–106 Performance Management Pg. 105 Figure 6-3 RedSky Travel Employee Performance Evaluation Application: Pg. 101 Check Your Understanding #2–4 Pg. 104 Check Your Understanding #1–5 Pg. 107 Check Your Understanding #1 Pg. 109 Review Your Knowledge #3–4, 6–8
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3 MAFS.912.S-IC.2.6	39.06 Investigate labor market resources that influence an organization’s ability to satisfy workforce requirements.	Instruction: Pg. 96 Advertising Pg. 96 Figure 6-2 Job Postings Pg. 341–342 Internet Research Pg. 343 Networking Pg. 343 Informational Interviews Application: Pg. 109 Review Your Knowledge #3 Pg. 354 Internet Research: Employment Opportunities
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3	39.07 Describe how to assess internal and external workforce skills to determine availability of qualified candidates. Discuss skills testing, inventory, and workforce demographics. Develop performance appraisal processes.	Instruction: Pg. 95–96 Human Resources Planning Pg. 96–97 Interviewing Pg. 99–100 Diversity Pg. 105–106 Performance Management Pg. 105 Figure 6-3 RedSky Travel Employee Performance Evaluation Application: Pg. 101 Check Your Understanding #5 Pg. 107 Check Your Understanding #1 Pg. 109 Review Your Knowledge #2–3, 5, 8 Pg. 110 Teamwork
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3	39.08 Identify and describe internal and external recruitment resources including employee referrals, diversity groups, and social media.	Instruction: Pg. 96 Advertising Pg. 96 Figure 6-2 Job Postings Pg. 99–100 Diversity Pg. 341–342 Internet Research Pg. 343 Networking Pg. 343 Informational Interviews

		Application: Pg. 109 Review Your Knowledge #3, 5 Pg. 354 Internet Research: Employment Opportunities
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3	39.09 Identify and describe measurement tools for workforce planning.	Instruction: Pg. 95–96 Human Resources Planning Application: Pg. 109 Review Your Knowledge #3 Pg. 109 Apply Your Knowledge #2–3
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.910.L.2.3, LAFS.1112.L.2.3	39.10 Describe methods, steps and plan to brand and market an organization to potential applicants.	Instruction: Pg. 95 Job Analysis Pg. 96 Job Description Pg. 96–98 Recruitment Pg. 96 Figure 6-2 Job Postings Pg. 341–342 Internet Research Pg. 343 Networking Pg. 343 Informational Interviews Application: Pg. 109 Review Your Knowledge #3 Pg. 109 Apply Your Knowledge #2 Pg. 354 Internet Research: Employment Opportunities
40.0 Explore and discuss how hiring and retention planning are critical to organizational success – the student will be able to:		
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1, LAFS.910.L.2.3, LAFS.1112.L.2.3, LAFS.910.L.3.4, LAFS.1112.L.3.4, LAFS.910.L.3.5, LAFS.1112.L.3.5, LAFS.910.L.3.6, LAFS.1112.L.3.6	40.01 Develop a strategy to select appropriate candidates for a position, including: applicant tracking, interviewing, reference and background checking. Investigate interviewing techniques.	Instruction: Pg. 96–98 Recruitment Pg. 367–369 Interview Questions Application: Pg. 101 Check Your Understanding #2–3 Pg. 109 Review Your Knowledge #3 Pg. 376 Internet Research: Lawful Interview Questions
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10,	40.02 Practice developing, extending and negotiating job offers.	Instruction: Pg. 97–98 Negotiating an Offer

LAFS.1112.W.4.10, LAFS.910.L.1.1, LAFS.910.L.1.2 LAFS.910.L.2.3, LAFS.1112.L.1.1, 1.2, 2.3, 3.4, 3.5, 3.6 LAFS.910.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6 LAFS.1112.SL.1.1, 1.2, 1.3, 2.4, 2.5, 2.6		Pg. 143 first full paragraph, negotiation Application: Pg. 109 Review Your Knowledge #3
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.910.SL.1.2, 1.3 LAFS.1112.SL.1.1, 1.2, 1.3 LAFS.910.L.2.3, LAFS.1112.L.2.3	40.03 Describe post offer employment responsibilities, including: employment agreements, 109 procedures, coordinating relocation and immigration.	Instruction: Pg. 97–98 Negotiating an Offer Pg. 98–99 Training and Development Pg. 102–104 Section 6.2 Retaining Employees Pg. 143 first full paragraph, negotiation Application: Pg. 109 Review Your Knowledge #3–4, 6–7 Pg. 109 Apply Your Knowledge #4, 6–7
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1	40.04 Develop orientation procedures for new and rehires.	Instruction: Pg. 98–99 Training and Development Application: Pg. 109 Review Your Knowledge #4 Pg. 109 Apply Your Knowledge #4
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1	40.05 Develop and implement organizational exit for voluntary and involuntary terminations.	Instruction: Pg. 106 Employee Turnover Pg. 106–107 Termination of Employees Application: Pg. 109 Review Your Knowledge #9–10 Pg. 110 Apply Your Knowledge #9–10
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1	40.06 Develop and implement an Affirmative Action Plan.	Instruction: Pg. 99–100 Diversity Pg. 121 Workplace Discrimination, first column, last paragraph through second column Pg. 122 Harassment Application: Pg. 101 Check Your Understanding #5 Pg. 109 Apply Your Knowledge #5 Pg. 128 Apply Your Knowledge #7

LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1	40.07 Develop a record retention procedure for managing documents and employee files.	Instruction: Pg. 58–60 Managing Information for Planning Purposes Pg. 85 Code of Ethics, second column, third bullet Pg. 265 Ethics: Confidentiality Application: Pg. 63 Check Your Understanding #1–2 Pg. 68 Apply Your Knowledge #1–3 Pg. 69 Apply Your Knowledge #1 Pg. 70 Internet Research: Management Information System (MIS)
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1	40.08 Describe a coaching process for managers to effectively manage organizational talent.	Instruction: Pg. 95 Staffing Function Pg. 95 Human Resources Planning, first column, paragraph 3 Pg. 98–99 Training and Development Application: Pg. 101 Check Your Understanding #1 Pg. 109 Review Your Knowledge #1–2, 4
41.0 Research and develop tools and programs that support employee training and professional development – the student will be able to:		
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1	41.01 Identify steps to ensure human resource development activities meet federal laws and regulations.	Instruction: Pg. 119–120 Labor Relations and Compensation Pg. 120–122 Equal Employment Opportunity Laws Pg. 122–124 Employee Health and Safety Application: Pg. 127 Review Your Knowledge #6–9 Pg. 128 Apply Your Knowledge #6–9 Pg. 128 Internet Research: Federal Labor Legislation and Sexual Harassment
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1	41.02 Describe an effective needs assessment that establishes priorities for HR development.	Instruction: Pg. 94–95 Staffing Function Pg. 95–96 Human Resources Planning Application: Pg. 109 Review Your Knowledge #1–2 Pg. 109 Apply Your Knowledge #1–2 Pg. 110 Internet Research: SHRM
LAFS.910.RI.4.10, LAFS.1112.RI.4.10,	41.03 Identify employee training programs (including leadership skills, harassment	Instruction: Pg. 98–99 Training

LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1	prevention, and IT skills) to improve individual and organizational effectiveness.	Pg. 103 Ongoing Training Pg. 122 Harassment Pg. 136 Leaders Empower Employees Application: Pg. 109 Review Your Knowledge #4 Pg. 109 Apply Your Knowledge #4 Pg. 128 Internet Research: Sexual Harassment Pg. 145 Review Your Knowledge #3 Pg. 145 Apply Your Knowledge #2
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1	41.04 Plan and evaluate performance appraisal processes.	Instruction: Pg. 105–106 Performance Management Pg. 105 Figure 6-3 RedSky Travel Employee Performance Evaluation Application: Pg. 110 Apply Your Knowledge #8 Pg. 110 Teamwork
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1	41.05 Describe coaching to managers and executives regarding management of organizational talent.	Instruction: Pg. 98–99 Training and Development Application: Pg. 109 Review Your Knowledge #4 Pg. 109 Apply Your Knowledge #4
42.0 Investigate and prepare employee development tools and performance appraisals to meet organizational needs – the student will be able to:		
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, 1.2, 1.3 LAFS.1112.SL.1.1, 1.2, 1.3 LAFS.910.L.2.3, LAFS.1112.L.2.3	42.01 Describe career and leadership development theories and their applications, including succession planning and dual career ladders.	Instruction: Pg. 95 Human Resources Planning, second column Pg. 338 Levels of Careers Pg. 338 Figure 19-3 Five Levels of Careers Application: Pg. 110 Internet Research: SHRM
LAFS.910.RI.4.10, LAFS.910.W.4.10, LAFS.910.SL.1.1, 1.2, 1.3, LAFS.910.L.2.3, LAFS.1112.L.2.3 LAFS.1112.RI.4.10, LAFS.1112.W.4.10, LAFS.1112.SL.1.1, 1.2, 1.3	42.02 Identify and describe organization development theories and their application.	Instruction: Pg. 76 Organizational Structure Pg. 77 Figure 5-1 Organization Chart Pg. 77 Organizational Design Pg. 78–81 Chain of Command Pg. 79 Figure 5-2 Line Structure Pg. 80 Figure 5-3 Line-and-Staff Structure Pg. 80 Figure 5-4 Matrix Structure

		Application: Pg. 89 Review Your Knowledge #1, 4 Pg. 90 Teamwork
LAFS.910.RI.4.10, LAFS.910.W.4.10, LAFS.910.SL.1.1, 1.2, 1.3, LAFS.910.L.2.3, LAFS.1112.L.2.3 LAFS.1112.RI.4.10, LAFS.1112.W.4.10, LAFS.1112.SL.1.1, 1.2, 1.3,	42.03 Describe training development techniques to create general and specialized training programs.	Instruction: Pg. 98–99 Training and Development Application: Pg. 101 Check Your Understanding #4 Pg. 109 Review Your Knowledge #4 Pg. 109 Apply Your Knowledge #4
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.910.SL.1.2, LAFS.910.SL.1.3, LAFS.1112.SL.1.1, LAFS.1112.SL.1.2, LAFS.1112.SL.1.3, LAFS.910.L.2.3, LAFS.1112.L.2.3	42.04 Identify facilitation techniques, instructional methods, and program delivery mechanisms.	Instruction: Pg. 98–99 Training and Development Pg. 138–139 Leaders Create Effective Teams Pg. 139 Figure 8-3 Guidelines for Effective Meetings Application: Pg. 109 Review Your Knowledge #4 Pg. 109 Apply Your Knowledge #4 Pg. 145 Review Your Knowledge #6 Pg. 147 Event Prep: Parliamentary Procedure
LAFS.910.RI.4.10, LAFS.910.W.4.10, LAFS.910.SL.1.1, 1.2, 1.3, LAFS.1112.SL.1.1, 1.2, 1.3, LAFS.910.L.2.3, 42LAFS.1112.L.2.3 LAFS.1112.RI.4.10, LAFS.1112.W.4.10, MAFS.912.S-IC.2.4, MAFS.912.S-IC.2.6, MAFS.912.S-MD.2.5, MAFS.912.S-MD.2.7	42.05 Describe performance management methods, including goal setting, relationships to compensation, job placements, and promotions.	Instruction: Pg. 40–41 Establishing Goals Pg. 105–106 Performance Management Pg. 105 Figure 6-3 RedSky Travel Employee Performance Evaluation Application: Pg. 53 Review Your Knowledge #2 Pg. 110 Apply Your Knowledge #8 Pg. 110 Teamwork
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.910.SL.1.2, LAFS.910.SL.1.3,	42.06 Analyze techniques to assess training program effectiveness, including the use of applicable metrics, including participant surveys, pre and post testing.	Instruction: Pg. 105–106 Performance Management Pg. 105 Figure 6-3 RedSky Travel Employee Performance Evaluation Application: Pg. 107 Check Your Understanding #1

LAFS.1112.SL.1.1, LAFS.1112.SL.1.2, LAFS.1112.SL.1.3, LAFS.910.L.2.3, LAFS.1112.L.2.3		Pg. 109 Review Your Knowledge #8 Pg. 110 Teamwork
43.0 Research and evaluate compensation and benefit programs and their impact on organizational goals, objectives and values – the student will be able to:		
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, 1.3 LAFS.1112.SL.1.1, LAFS.1112.SL.1.2, LAFS.1112.SL.1.3, LAFS.910.L.2.3, LAFS.1112.L.2.3, 3.4, 3.5	43.01 Identify federal laws and regulations that govern organization's compensation and benefits programs. Include: FLSA, ERISA, FMLA, and USERRA.	Instruction: Pg. 120 Compensation and Benefits Laws Pg. 120 Figure 7-2 Compensation and Benefits Laws Application: Pg. 127 Review Your Knowledge #6 Pg. 128 Internet Research: Federal Labor Legislation
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, .1.3 LAFS.1112.SL.1.1, 1.2, 1.3 LAFS.910.L.2.3, LAFS.1112.L.2.3 MAFS.912.S-IC.2.6, MAFS.912.S-MD.2.5, 2.7	43.02 Evaluate compensation policies, including pay structures, performance-based pay, internal and external equity. Investigate related budgeting and accounting practices and related fiduciary responsibilities.	Instruction: Pg. 11 Today's Manages, paragraph 2 Pg. 102–103 Compensation Pg. 120–122 Equal Employment Opportunity Laws Pg. 121 Figure 7-3 Equal Employment Opportunity Laws Pg. 191–194 Financial Controls Application: Pg. 18 Teamwork Pg. 104 Check Your Understanding #1–4 Pg. 109 Review Your Knowledge #6 Pg. 109 Apply Your Knowledge #6 Pg. 127 Review Your Knowledge #7 Pg. 128 Internet Research: Federal Labor Legislation Pg. 197 Review Your Knowledge #8–9
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, 1.2, 1.3 LAFS.1112.SL.1.1, 1.2, 1.3 LAFS.910.L.2.3, LAFS.1112.L.2.3 MAFS.912.S-IC.2.6	43.03 Investigate how payroll information is managed, including new hires, adjustments and terminations.	Instruction: Pg. 97–98 Negotiating an Offer Pg. 102–103 Compensation Pg. 105–106 Performance Management Pg. 106–107 Termination of Employees Pg. 191–194 Financial Controls Application: Pg. 104 Check Your Understanding #1–4 Pg. 107 Check Your Understanding #4–5 Pg. 109 Review Your Knowledge #6, 8, 10

		Pg. 110 Internet Research: Downsizing Pg. 197 Review Your Knowledge #8–9
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.L.1.1, 1.2 .2.3, LAFS.1112.L.1.1, 1.2, 2.3, 3.4, 3.5, 3.6	43.04 Investigate how outsourced compensation and benefits components are managed, including payroll vendors, COBRA administration.	Instruction: Pg. 301 Employee Insurance Coverage Application: Pg. 301 Check Your Understanding #5 Pg. 309 Review Your Knowledge #5
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.L.1.1, LAFS.910.L.1.2 LAFS.910.L.2.3, LAFS.1112.L.1.1, 1.2, 2.3, 3.4, 3.5, 3.6 MAFS.912.S-IC.2.6, MAFS.912.S-MD.2.5	43.05 Describe how compensation and benefits programs are developed, managed, updated and evaluated; including health and welfare, wellness, retirement, and stock purchase.	Instruction: Pg. 102–104 Section 6.2 Retaining Employees Pg. 106 Employee Turnover, second column, paragraphs 2–3 Pg. 300–301 Employee Insurance Coverage Application: Pg. 109 Review Your Knowledge #5–6, 9 Pg. 309 Review Your Knowledge #5
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.L.1.1, LAFS.910.L.1.2 LAFS.910.L.2.3, LAFS.1112.L.1.1, 1.2, 2.3, 3.4, 3.5, 3.6	43.06 Investigate how workforce is trained in compensation and benefits program, policies and processes. Include self-service technologies.	Instruction: Pg. 98 Orientation Pg. 98 Onboarding Pg. 114–115 Workplace Rules Application: Pg. 109 Review Your Knowledge #4 Pg. 118 Check Your Understanding #1 Pg. 127 Apply Your Knowledge #1
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.L.1.1, LAFS.910.L.1.2 LAFS.910.L.2.3, LAFS.1112.L.1.1, 1.2, 2.3, 3.4, 3.5, 3.6 MAFS.912.S-IC.2.6, MAFS.912.S-MD.2.5	43.07 Discuss job evaluation methods, include job pricing and pay structures and non-cash compensation methods (e.g., equity programs, and non-cash rewards).	Instruction: Pg. 103 Benefits Pg. 103 Ongoing Training Pg. 103–104 Work-Life Balance Pg. 105–106 Performance Management Pg. 120–122 Equal Employment Opportunity Laws Application: Pg. 104 Check Your Understanding #3–5 Pg. 109 Review Your Knowledge #7–8 Pg. 127 Review Your Knowledge #7 Pg. 110 Teamwork
44.0 Explore the manner and importance of maintaining relationships and working conditions to balance employer and employee needs and rights in support of organizational goals and objectives – the student will be able to:		
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.L.1.1,	44.01 Discuss federal laws affecting employment in union and non-union	Instruction: Pg. 119–120 Labor Relations and Compensation

LAFS.910.L.1.2 LAFS.910.L.2.3 LAFS.910.L.3.6 LAFS.1112.L.1.1, 1.2, 2.3, 3.4, 3.5, 3.6,	environments; including laws regarding antidiscrimination policies, sexual harassment, labor relations and privacy. Include discussion of WARN, Act, Title VII, and NLRA.	Pg. 120 Figure 7-2 Compensation and Benefit Laws Pg. 120–122 Equal Employment Opportunity Laws Pg. 121 Figure 7-3 Equal Employment Opportunity Laws Application: Pg. 125 Check Your Understanding #1–4 Pg. 127 Review Your Knowledge #6–7 Pg. 127 Apply Your Knowledge #6–7 Pg. 128 Internet Research: Federal Labor Legislation and Sexual Harassment
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.L.1.1, LAFS.910.L.1.2 LAFS.910.L.2.3, LAFS.1112.L.1.1, LAFS.1112.L.1.2 LAFS.1112.L.2.3	44.02 Discuss how to investigate organizational climate by surveying employees. Include focus groups, employee surveys and staff meetings.	Instruction: Pg. 117 Change Management Pg. 138–139 Leaders Create Effective Teams Pg. 139 Figure 8-3 Guidelines for Effective Meetings Pg. 190–191 Organizational Controls Application: Pg. 127 Review Your Knowledge #4 Pg. 145 Review Your Knowledge #6 Pg. 197 Review Your Knowledge #7
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.L.1.1, LAFS.910.L.1.2 LAFS.910.L.2.3, LAFS.1112.L.1.1, LAFS.1112.L.1.2 LAFS.1112.L.2.3	44.03 Analyze employee relations programs that promote a positive organizational culture through employee recognition, special events, and diversity programs. Evaluate their effectiveness through metrics using exit interviews, employee surveys and turnover rates. Review employee involvement strategies, including employee management activities.	Instruction: Pg. 99–100 Diversity Pg. 105–106 Performance Management Pg. 106 Employee Turnover Pg. 136 Leaders Empower Employees Pg. 136–137 Intrinsic and Extrinsic Motivation Pg. 190–191 Concurrent Control Pg. 191 Feedback Control Application: Pg. 101 Check Your Understanding #5 Pg. 107 Check Your Understanding #1–3 Pg. 109 Apply Your Knowledge #5, 8–9 Pg. 110 Teamwork Pg. 145 Apply Your Knowledge #2–3 Pg. 146 Teamwork Pg. 197 Review Your Knowledge #7
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.L.1.1, LAFS.910.L.1.2 LAFS.910.L.2.3	44.04 Discuss workplace policies and procedures, including employee handbook, reference guides and operating procedures. Include review of individual employment	Instruction: Pg. 85 Code of Ethics Pg. 85–86 Code of Conduct Pg. 105–106 Performance Management

<p>LAFS.910.L.3.6, LAFS.1112.L.1.1, 1.2, 2.3, 3.4, 3.5, 3.6 LAFS.910.SL.1.1, LAFS.1112.SL.1.1</p>	<p>rights and practices, employment at will, negligent hiring, defamation. Include a discussion of unfair labor practices.</p>	<p>Pg. 106–107 Termination of Employees Pg. 114–115 Workplace Rule Pg. 119–120 Labor Relations and Compensation Pg. 120 Figure 7-2 Compensation and Benefit Laws Pg. 120–122 Equal Employment Opportunity Laws Pg. 121 Figure 7-3 Equal Employment Opportunity Laws Pg. 202–203 Operations Management Pg. 203–305 Operations Manager Application: Pg. 87 Check Your Understanding #3–4 Pg. 118 Check Your Understanding #1 Pg. 107 Check Your Understanding #4 Pg. 109 Review Your Knowledge #8, 10 Pg. 127–128 Apply Your Knowledge #1, 6–7 Pg. 215 Review Your Knowledge #1–3</p>
<p>LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1, LAFS.910.L.2.3, LAFS.1112.L.2.3</p>	<p>44.05 Investigate effective discipline policies based on organizational code of conduct and ethics. Consider disparate impact. Include review of workplace behavior issues, such as absenteeism and performance improvement.</p>	<p>Instruction: Pg. 85 Code of Ethics Pg. 85–86 Code of Conduct Pg. 105–106 Performance Management Pg. 114–115 Workplace Rules Pg. 115 Workplace Rule Violations Pg. 141–142 Difficult People Application: Pg. 87 Check Your Understanding #3–4 Pg. 89 Review Your Knowledge #9 Pg. 110 Apply Your Knowledge #8 Pg. 118 Check Your Understanding #1–2 Pg. 127 Apply Your Knowledge #1–2 Pg. 145 Review Your Knowledge #9 Pg. 146 Apply Your Knowledge #9</p>
<p>LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1, LAFS.910.L.2.3, LAFS.1112.L.2.3</p>	<p>44.06 Create termination process that addresses reductions in force, policy violations and poor performance. Consider disparate impact.</p>	<p>Instruction: Pg. 105–106 Performance Management Pg. 106–107 Termination of Employees Application: Pg. 107 Check Your Understanding #1, 4–5 Pg. 109 Review Your Knowledge #8, 10 Pg. 110 Apply Your Knowledge #8, 10</p>

LAFS.910.RI.4.10, LAFS.910.SL.1.1, LAFS.910.L.2.3, LAFS.910.W.4.10, LAFS.1112.RI.4.10, LAFS.1112.SL.1.1, LAFS.1112.L.2.3, LAFS.1112.W.4.10,	44.07 Evaluate grievance and dispute resolution, performance improvement policies. Discuss legal disciplinary procedures and techniques for investigating unbiased investigations.	Instruction: Pg. 105–106 Performance Management Pg. 117–118 Grievances Pg. 118 Figure 7-1 Grievance Procedure Pg. 142–143 Conflict Resolution Pg. 143 Figure 8-5 Conflict Resolution Model Pg. 233 Legal Procedure Application: Pg. 109 Review Your Knowledge #8 Pg. 110 Apply Your Knowledge #8 Pg. 118 Check Your Understanding #5 Pg. 127 Apply Your Knowledge #6 Pg. 146 Apply Your Knowledge #10 Pg. 239 Review Your Knowledge #7
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1, LAFS.910.L.2.3, LAFS.1112.L.2.3, LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1, LAFS.910.L.2.3, LAFS.1112.L.2.3	44.08 Discuss how to resolve employee complaints filed with federal agencies regarding employment practices, working conditions and how to work with legal counsel and mediation and arbitration specialists.	Instruction: Pg. 117–118 Grievances Pg. 118 Figure 7-1 Grievance Procedure Application: Pg. 118 Check Your Understanding #5 Pg. 127 Review Your Knowledge #5 Pg. 127 Apply Your Knowledge #6
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1, LAFS.910.L.2.3, LAFS.1112.L.2.3, LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1, LAFS.910.L.2.3, LAFS.1112.L.2.3	44.09 Discuss how to participate in collective bargaining activities, including contract negotiations, costing and administration.	Instruction: Pg. 97–98 Negotiating an Offer Pg. 119 Labor Relation Laws Pg. 228–229 Contracts Pg. 143 Conflict Resolution, paragraphs 2–3 Application: Pg. 125 Check Your Understanding #1–2 Pg. 127 Apply Your Knowledge #6 Pg. 143 Check Your Understanding #5 Pg. 239 Review Your Knowledge #5

45.0 Evaluate how to provide a safe, secure work environment that protects the organization from liability – the student will be able to:

<p>LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.L.1.1, LAFS.910.L.1.2 LAFS.910.L.2.3 LAFS.910.L.3.6 LAFS.1112.L.1.1, 1.2 2.3, 3.4, 3.4, 3.5, 3.5, 3.6</p>	<p>45.01 Discuss federal laws that ensure workplace health, safety, security and privacy. Include: OSHA, Drug-free workplace Act, ADA, HIDAA, Sarbanes-Oxley Act.</p>	<p>Instruction: Pg. 120–122 Equal Employment Opportunity Laws Pg. 121 Figure 7-3 Equal Employment Opportunity Laws Pg. 122–124 Employee Health and Safety Pg. 231 Finance Pg. 231 13-3 Finance Laws Application: Pg. 125 Check Your Understanding #3, 5 Pg. 127 Review Your Knowledge #7–8 Pg. 128 Internet Research: Federal Labor Legislation Pg. 233 Check Your Understanding #5</p>
<p>LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.L.1.1, LAFS.910.L.1.2 LAFS.910.L.2.3, LAFS.1112.L.1.1, 1.2, 2.3, 3.4, 3.4, 3.5, 3.5, 3.6 LAFS.910.L.3.6</p>	<p>45.02 Investigate how to conduct a needs analysis to identify an organization’s safety requirements. Discuss occupational injury and illness prevention and compensation and general health and safety practices.</p>	<p>Instruction: Pg. 122–124 Employee Health and Safety Pg. 124 Figure 7-4 Ergonomic Workstation Pg. 300–301 Employee Insurance Coverage Application: Pg. 127 Review Your Knowledge #8–9 Pg. 128 Apply Your Knowledge #8–9 Pg. 309 Review Your Knowledge #5</p>
<p>LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.L.1.1, LAFS.910.L.1.2 LAFS.910.L.2.3, LAFS.1112.L.1.1, 1.2, 2.3, 3.4, 3.4, 3.5, 3.5, 3.6 LAFS.910.L.3.6</p>	<p>45.03 Identify a return-to-work process after injury or illness to ensure a safe workplace. Include modified duty assignment, reasonable accommodations and medical exam.</p>	<p>Instruction: Pg. 122–124 Employee Health and Safety Pg. 124 Figure 7-4 Ergonomic Workstation Pg. 300–301 Employee Insurance Coverage Application: Pg. 127 Review Your Knowledge #8–9 Pg. 309 Review Your Knowledge #5</p>
<p>LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.L.1.1, LAFS.910.L.1.2 LAFS.910.L.2.3 LAFS.910.L.3.6, LAFS.1112.L.1.1, 1.2, 2.3, 3.4, 3.4, 3.5, 3.5, 3.6</p>	<p>45.04 Discuss how to develop workplace policies that protect employees and minimize organization’s loss and liability. Include employer response, workplace violence and substance abuse and how to train workforce on security plans. Include organizational incident and emergency response plans, internal investigation and monitoring.</p>	<p>Instruction: Pg. 114–115 Workplace Rules Pg. 115 Workplace Rule Violations Pg. 122–124 Employee Health and Safety Pg. 300–301 Employee Insurance Coverage Application: Pg. 127 Review Your Knowledge #1, 8–9 Pg. 127–128 Apply Your Knowledge #1–2,8–9 Pg. 309 Review Your Knowledge #5</p>

LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1, LAFS.910.L.2.3, LAFS.1112.L.2.3	45.05 Make a business continuity and disaster plan that includes workforce training.	Instruction: Pg. 98 Orientation Pg. 98 Onboarding Pg. 123–124 Emergency Procedures Pg. 157–579 Communication Plan Application: Pg. 127 Review Your Knowledge #9 Pg. 128 Apply Your Knowledge #9 Pg. 163 Internet Research: Communication Plan Pg. 163 Teamwork
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1, LAFS.910.L.2.3, LAFS.1112.L.2.3	45.06 Develop policies and procedures for appropriate use of electronic media, including email, social media, web access, and use of hardware.	Instruction: Pg. 194–195 Information Technology Control Pg. 385 Acceptable Internet Use Application: Pg. 195 Check Your Understanding #5 Pg. 197 Review Your Knowledge #10 Pg. 197 Apply Your Knowledge #9–10 Pg. 198 Internet Research: Data Security and Cybersecurity Pg. 390 Review Your Knowledge #6 Pg. 391 Apply Your Knowledge #7
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1, LAFS.910.L.2.3, LAFS.1112.L.2.3	45.07 Develop internal and external privacy policies that discuss identity theft, data protection and workplace monitoring.	Instruction: Pg. 194–195 Information Technology Control Pg. 305–306 Cybersecurity Risk Management Pg. 385 Acceptable Internet Use Application: Pg. 195 Check Your Understanding #5 Pg. 197 Review Your Knowledge #10 Pg. 197 Apply Your Knowledge #9–10 Pg. 198 Internet Research: Data Security and Cybersecurity Pg. 309 Review Your Knowledge #8 Pg. 310 Internet Research: Cybersecurity Risk Management Pg. 390 Review Your Knowledge #6 Pg. 391 Apply Your Knowledge #7
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1,	45.08 Develop procedures on workplace safety, health and security enforcement agencies. Include return to work procedures, workplace safety and security risks.	Instruction: Pg. 103–104 Work-Life Balance Pg. 114–115 Workplace Rules Pg. 122–124 Employee Health and Safety Pg. 305–306 Cybersecurity Risk Management

LAFS.910.L.2.3, LAFS.1112.L.2.3		Application: Pg. 110 Apply Your Knowledge #7 Pg. 127 Review Your Knowledge #8 Pg. 128 Apply Your Knowledge #8 Pg. 309 Review Your Knowledge #8 Pg. 310 Internet Research: Cybersecurity Risk Management
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1, LAFS.910.L.2.3, LAFS.1112.L.2.3	45.09 Identify employer and employee rights regarding substance abuse.	Instruction: Pg. 97 Employment Verification, second column, paragraph 3 Application: Pg. 110 Internet Research: Recruitment and Diversity
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.W.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1, LAFS.910.L.2.3, LAFS.1112.L.2.3	45.10 Plan for business continuity and disaster recovery plan (data storage and back up, alternative work conditions).	Instruction: Pg. 103–104 Work-Life Balance Pg. 194–195 Information Technology Control Pg. 305–306 Cybersecurity Risk Management Pg. 388–389 Digital Security Application: Pg. 110 Review Your Knowledge #7 Pg. 198 Internet Research: Data Security and Cybersecurity Pg. 309 Review Your Knowledge #8 Pg. 391 Review Your Knowledge #10 Pg. 391 Apply Your Knowledge #9–10
LAFS.910.RI.4.10, LAFS.1112.W.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1, LAFS.910.L.2.3, LAFS.1112.L.2.3	45.11 Discuss data integrity techniques and technology, including social media, monitoring software.	Instruction: Pg. 194–195 Information Technology Control Pg. 305–306 Cybersecurity Risk Management Pg. 385 Acceptable Internet Use Application: Pg. 197 Review Your Knowledge #10 Pg. 309 Review Your Knowledge #8 Pg. 389 Check Your Understanding #1 Pg. 391 Review Your Knowledge #10
LAFS.910.RI.4.10, LAFS.1112.RI.4.10, LAFS.910.SL.1.1, LAFS.1112.SL.1.1, LAFS.910.L.2.3, LAFS.1112.L.2.3	45.12 Discuss financial management practices, including procurement policies, credit and policies and expense management.	Instruction: Pg. 191–194 Financial Controls Application: Pg. 195 Check Your Understanding #3–4 Pg. 197 Review Your Knowledge #8–9