



Dublin City Schools  
Dublin Business Academy  
Framework  
2026

**Dublin City Schools  
Academy Framework**

**DUBLIN BUSINESS ACADEMY**

**Overview**

The Dublin Business Academy (DBA) offers a unique and challenging program for students interested in all facets of business, providing a head start toward a successful career. Students gain experiential learning by operating an existing, full-service screen-printing and design company. In this real-world business setting, students are guided by experienced teachers and community business members. The curriculum covers a wide range of essential business aspects, including: accounting and creation of financial reports, sales and customer service, graphic design, advertising and marketing principles, business communications, operations, and management strategies.

The Dublin Business Academy focuses on the following:

- Applying marketing, finance, production, and management concepts in authentic contexts.
- Delivering high-quality products to real customers with professionalism and accountability.
- Understanding and processing principles such as efficiency, accuracy, and quality control.
- Building leadership and teamwork skills through defined operational roles and responsibilities.
- Using data to track performance and make continuous improvements to the workflow.
- Managing budgets, cost analysis, and pricing strategies to sustain a financially sound business.
- Implementing customer service systems that emphasize communication, responsiveness, and reliability.
- Developing a professional digital portfolio documenting operational roles, skills, and accomplishments.
- Connecting business operations to Ohio Career Technical Education (CTE) standards and workplace readiness expectations.

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**Business Foundations**

**Course Goals:**

In this course, students will learn about business and administrative services, finance and marketing career fields. Students will acquire knowledge of business processes, economics and business relationships and will use technology to synthesize and share business information. Employability skills, leadership and communications, and personal financial literacy will be emphasized.

| Topic                                                                                                  | Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| <b>Business Activities</b><br>Relate business functions to business models, operations and strategies. | <p><b>2.1.1.</b> Describe types of business models.</p> <p><b>2.1.2.</b> Explain why businesses exist and the role of business in society.</p> <p><b>2.1.3.</b> Explain forces driving business changes (e.g., globalization, consumer demand, government policies, legal/regulatory changes, political climate, diversity, spending trends, industry structure changes).</p> <p><b>2.1.4.</b> Explain the role and function of accounting and finance and how they interact with other business activities.</p> <p><b>2.1.5.</b> Explain the role and function of human resources management and how it interacts with other business activities.</p> <p><b>2.1.6.</b> Explain the role and function of information management and how it interacts with other business activities.</p> <p><b>2.1.7.</b> Explain the role and function of marketing and how it interacts with other business activities.</p> <p><b>2.1.9.</b> Explain the role and function of strategic management and how it interacts with other business activities.</p> <p><b>2.1.10.</b> Explain the role and function of operations management and how it interacts with other business activities.</p> <p><b>2.1.11.</b> Explain the role and function of the sales department and how it interacts with other business activities.</p> <p><b>2.1.12.</b> Explain the role and function of logistics and how it interacts with other business activities.</p> <p><b>2.1.13.</b> Explain factors that motivate customers, clients and businesses to buy, and actions employees can take to achieve the business's desired results.</p> <p><b>2.1.15.</b> Evaluate the impact of technology on business activities.</p> <p><b>2.1.16.</b> Compare the differences in implementation of business activities that occur in big versus small business.</p> <p><b>2.1.17.</b> Explain how businesses are adapting to the current environment (i.e., business agility).</p> |

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| <p><b>Economic Principles</b><br/>Relate principles of applied economics to business models, operations and strategies.</p>    | <p><b>2.2.1.</b> Describe the concepts of economic goods and services and economic activities (i.e., production, distribution, exchange, consumption, circular flow of income model).<br/> <b>2.2.2.</b> Explain types of economic resources and competition.<br/> <b>2.2.3.</b> Explain the types of economic systems (e.g., traditional, command, market, and mixed) and their advantages and disadvantages.<br/> <b>2.2.4.</b> Identify the impact of small business and entrepreneurship on market economies.<br/> <b>2.2.5.</b> Distinguish between gross and net profit, identify factors affecting a business's profit (e.g., demand, chance, pricing, expenses, costs, the economy) and identify controllable and noncontrollable expenses.<br/> <b>2.2.6.</b> Determine the relationship between government and business, identify government agencies that facilitate trade, and describe the impact of government regulations on business activities.<br/> <b>2.2.7.</b> Describe the different types of taxes paid by businesses.<br/> <b>2.2.8.</b> Explain the concept of productivity, how it is measured and its importance to business.<br/> <b>2.2.9.</b> Analyze the impact of specialization and division of labor on productivity.<br/> <b>2.2.10.</b> Explain reasons that labor unions form, analyze their impact on business, and describe types of negotiation strategies used in the collective bargaining process.<br/> <b>2.2.11.</b> Explain the impact of the law of diminishing returns and the concept of economies of scale.<br/> <b>2.2.12.</b> Describe the types of market structures (e.g., perfect competition, monopolistic, oligopoly, monopoly).<br/> <b>2.2.13.</b> Explain the role of the Federal Reserve System and how its policies regulate the economy.<br/> <b>2.2.14.</b> Compare and contrast the phases of business cycles (i.e., expansion, peak, contraction, trough).</p> |
| <p><b>Global Business</b><br/>Relate global business functions to internal business operations, activities and strategies.</p> | <p><b>2.3.1.</b> Describe the global environment in which businesses operate and identify leading economies.<br/> <b>2.3.2.</b> Explain the impact of a country's geography, cultural history and social-political environments on global trade.<br/> <b>2.3.3.</b> Explain the impact of a country's economic development on global trade (e.g., type of economic system, natural resources, educational level, types of industries, infrastructure, technology availability or adoption).<br/> <b>2.3.4.</b> Describe the impact of digital communication tools (e.g., Internet, video- and computer conferencing, webcasts, email, social media, digital communications) on global business activities.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

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|  | <p><b>2.3.5.</b> Identify examples of emerging economies and describe their potential impact on business activities.</p> <p><b>2.3.6.</b> Describe product standards' issues associated with global trade.</p> <p><b>2.3.7.</b> Describe costs associated with global business, methods used to analyze those costs and the role of outsourcing and offshoring in cost management.</p> <p><b>2.3.8.</b> Describe regulatory policies and the government agencies that influence global trade and describe their impact.</p> <p><b>2.3.9.</b> Analyze U.S. competitiveness at a global level for different industries and describe factors impacting competitiveness.</p> |
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| Business Management                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| <p><b>Course Goals:</b><br/>In this course, students will apply management and motivation theories to plan, organize, and direct staff toward goal achievement. They will learn to manage a workforce, lead change, and build relationships with employees and customers.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Topic                                                                                                                                                                                                                                                                         | Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Management Fundamentals</b><br/>Identify business management functions and strategies.</p>                                                                                                                                                                              | <p><b>6.1.1.</b> Distinguish between management and leadership and describe the characteristics of each.</p> <p><b>6.1.2.</b> Describe decision-making styles (e.g., analytical, behavioral, conceptual, directive), and identify the factors that influence their effectiveness.</p> <p><b>6.1.3.</b> Describe the types of resources managed in business operations.</p> <p><b>6.1.4.</b> Explain the differences between managing internal versus external resources.</p> <p><b>6.1.5.</b> Explain the role of management functions (e.g., planning, organizing, staffing, leading, controlling), and how they impact business activities.</p> <p><b>6.1.6.</b> Compare and contrast management theories.</p> <p><b>6.1.7.</b> Compare and contrast motivational strategies.</p> <p><b>6.1.8.</b> Describe how cultural differences impact management practices.</p> <p><b>6.1.9.</b> Distinguish among data management, information management and knowledge management; and explain legal and ethical considerations associated with each.</p> <p><b>6.1.10.</b> Describe knowledge management strategies.</p> <p><b>6.1.11.</b> Explain the role and function of knowledge management.</p> |

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|                                                                          | <p><b>6.1.12.</b> Explain the role and function of quality management.</p> <p><b>6.1.13.</b> Explain the role and function of project management.</p> <p><b>6.1.14.</b> Explain the role and function of organizational development.</p> <p><b>6.1.15.</b> Contrast operational risk with other types of business risk (e.g., market risk, credit risk, strategic risk).</p> <p><b>6.1.16.</b> Identify the factors that contribute to operational risk (e.g., training, supervision, security, system design, employment policies).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Strategic Planning</b><br/>Apply strategic planning processes.</p> | <p><b>6.2.1.</b> Describe strategic planning processes and the relationship between strategic planning, business plans and departmental plans.</p> <p><b>6.2.2.</b> Define a business mission.</p> <p><b>6.2.3.</b> Conduct an analysis of the business' strengths, weaknesses, opportunities and threats (i.e. SWOT analysis) to support development of the business plan.</p> <p><b>6.2.4.</b> Identify and benchmark (e.g., dashboards, scorecards) key performance indicators and key risk indicators.</p> <p><b>6.2.5.</b> Describe how to develop, quantify and communicate business mission, vision and goals.</p> <p><b>6.2.6.</b> Develop strategic plans (e.g., marketing, research and development, procurement, production, human resources, information technology).</p> <p><b>6.2.7.</b> Track achievement of goals and objectives using key performance indicators.</p> <p><b>6.2.8.</b> Evaluate the effectiveness of the strategic-planning process.</p> <p><b>6.2.9.</b> Describe the process and structure of business planning.</p> <p><b>6.2.10.</b> Identify strategies and tactics required to support the goals and objectives of the business plan; and adjust departmental plans.</p> <p><b>6.2.11.</b> Identify functions, skills and capabilities required to execute strategy; and determine whether those skills and capabilities are present within the business.</p> <p><b>6.2.12.</b> Compare options for departmental structure and evaluate their ability to support business plan execution (e.g., in-house or outsourced; centralized, remote, hybrid; cross-functional teams or specialized groups).</p> <p><b>6.2.13.</b> Describe the relationship of strategies and tactics to goals and objectives.</p> <p><b>6.2.14.</b> Describe how to determine the policies required to support strategies and tactics.</p> <p><b>6.2.15.</b> Distinguish key performance indicators across departments (e.g., finance, marketing, logistics) and select metrics to evaluate the performance of strategies.</p> <p><b>6.2.16.</b> Determine alternative actions to take when goals and objectives are not being met (e.g., modify strategies and tactics, increase allocated resources, revise goals and objectives, identify exit options).</p> |

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|                                                                         | <b>6.2.17.</b> Describe how cultural differences may impact the business structure and strategies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Change Management</b><br>Plan, create and manage change initiatives. | <b>6.3.1.</b> Identify factors that create or contribute to resistance to organizational change and describe their impact on the speed of change.<br><b>6.3.2.</b> Compare and contrast strategies and approaches for leading changes involving how things are done versus changes in business values and culture.<br><b>6.3.3.</b> Select and apply a change management strategy to resolve a business problem.<br><b>6.3.4.</b> Evaluate opportunities for business or departmental changes.<br><b>6.3.5.</b> Identify factors considered in selecting and executing organizational change.<br><b>6.3.6.</b> Identify key steps in the change management process.<br><b>6.3.7.</b> Measure the success of change efforts. |

| <b>Applied Marketing</b>                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <b>Course Goals:</b><br>In this course, students will obtain fundamental knowledge of marketing activities, including sales channels, marketing-information management, marketing research, market planning, marketing communications, pricing, product and service management, branding, and selling. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Topic</b>                                                                                                                                                                                                                                                                                           | <b>Standard</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Marketing Fundamentals</b><br>Identify principles of marketing and marketing functions.                                                                                                                                                                                                             | <b>5.1.1.</b> Identify marketing functions, their interrelatedness and the metrics used to measure their success.<br><b>5.1.2.</b> Identify the components of the marketing mix (e.g., product, price, promotion, place).<br><b>5.1.3.</b> Identify legal and ethical issues that impact marketing.<br><b>5.1.4.</b> Explain the role and function of channel management and distribution.<br><b>5.1.5.</b> Explain the role and function of marketing information management (e.g. types of relevant information, uses, legal and ethical considerations).<br><b>5.1.6.</b> Explain the role and function of pricing and factors affecting pricing decisions (e.g., customer value perception, brand, negotiating power, corporate policies, competitive strategy, stage of customer life cycle). |

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|                                                                                                                   | <p><b>5.1.7.</b> Describe the role and function of product and service management.</p> <p><b>5.1.8.</b> Describe the role and function of branding.</p> <p><b>5.1.9.</b> Describe the role and function of promotion.</p> <p><b>5.1.10.</b> Describe the role and function of selling.</p> <p><b>5.1.11.</b> Describe sales processes and techniques used to facilitate selling.</p> <p><b>5.1.12.</b> Explain the impact of technology on marketing costs, marketing strategy and marketing return on investment.</p> <p><b>5.1.13.</b> Describe the role and function of market planning.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>Marketing Information Management</b><br/>Collect, analyze and distribute marketing information.</p>         | <p><b>5.3.1.</b> Distinguish between market-driven and customer-driven information and explain the need for marketing information.</p> <p><b>5.3.2.</b> Determine the relevancy of information for marketing purposes.</p> <p><b>5.3.3.</b> Describe data and reports that are monitored for marketing decision-making.</p> <p><b>5.3.4.</b> Communicate marketing-information that delivers relevant insights into issues, problems, questions or opportunities.</p> <p><b>5.3.5.</b> Analyze business information to monitor brands and changes that could impact marketing (e.g., customer databases, partners' and competitors' activities, sales and operational data, business environment including other industries).</p> <p><b>5.3.6.</b> Identify challenges associated with data relevance and usability.</p>                                                                                                                                                                                                                                 |
| <p><b>Market Planning</b><br/>Identify, select and evaluate marketing strategies to reach targeted audiences.</p> | <p><b>5.5.1.</b> Distinguish between marketing strategies and tactics.</p> <p><b>5.5.2.</b> Explain the considerations used to develop and implement marketing strategies.</p> <p><b>5.5.3.</b> Describe the concepts of market and market identification.</p> <p><b>5.5.4.</b> Identify market segments and select target market(s).</p> <p><b>5.5.5.</b> Profile target customer to determine market needs and customer demand for products and services.</p> <p><b>5.5.6.</b> Explain the role of situation analysis in the marketing planning process.</p> <p><b>5.5.7.</b> Conduct a market analysis (e.g., market size, area, potential).</p> <p><b>5.5.8.</b> Conduct a competitive analysis.</p> <p><b>5.5.9.</b> Forecast sales and establish sales goals.</p> <p><b>5.5.10.</b> Set marketing goals and budget to achieve business objectives.</p> <p><b>5.5.11.</b> Identify marketing metrics to evaluate performance of marketing activities and return on marketing investment (ROMI).</p> <p><b>5.5.12.</b> Develop a marketing plan.</p> |

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| <b>Culminating Experience</b><br><i>The capstone experience for this academy is integrated into the courses above and provides students with experience implementing business skills in authentic environments.</i> |                                                                                                                                                                                               |
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| <b>Topic</b>                                                                                                                                                                                                        | <b>Student Competencies</b>                                                                                                                                                                   |
| <b>Orientation &amp; Team Building</b>                                                                                                                                                                              | Includes Introduction to DBA, business structure, and team roles; branding brainstorm; initial Standard Operating Procedure (SOP) overview.                                                   |
| <b>First Campaign Launch</b>                                                                                                                                                                                        | Students run internal t-shirt campaign, applying foundational business skills.                                                                                                                |
| <b>Quality &amp; Marketing Review</b>                                                                                                                                                                               | Students analyze order fulfillment and marketing data; reflection and improvement plans.                                                                                                      |
| <b>Community Partnerships</b>                                                                                                                                                                                       | Students collaborate with school groups or local partners for custom orders.                                                                                                                  |
| <b>Mid-Year Financial &amp; Operations Review</b>                                                                                                                                                                   | Students review revenue, costs, marketing effectiveness, and workflow; identify inefficiencies.                                                                                               |
| <b>Continuous Improvement Sprint</b>                                                                                                                                                                                | Students apply Six Sigma DMAIC (Define, Measure, Analyze, Improve and Control) cycle to improve one element of the business (e.g., order accuracy, production speed, customer communication). |
| <b>Leadership &amp; Documentation</b>                                                                                                                                                                               | Students take on leadership roles to document and refine Standard Operating Procedures (SOP).                                                                                                 |
| <b>Final Campaign &amp; Portfolio</b>                                                                                                                                                                               | Students run final marketing campaigns; prepare portfolios with evidence of roles, data, and improvements.                                                                                    |
| <b>Year-End Showcase &amp; Review</b>                                                                                                                                                                               | Students present business performance to partners and school leaders; highlight key data and process improvements.                                                                            |