

Management (2015): Grades 9, 10, 11, 12, Higher Education

Adopted 2015

Academic Foundations:
Solve mathematical problems and use the information to make business decisions and enhance business management duties. MANC.01

01. Solve mathematical problems using numbers and operations. MANC.01.01

- a. Recognize relationships among numbers. MANC.01.01.A
 - b. Employ mathematical operations. MANC.01.01.B
 - c. Perform computations successfully. MANC.01.01.C
 - d. Predict reasonable estimations. MANC.01.01.D
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02. Apply algebraic skills to make business decisions. MANC.01.02

- a. Recognize patterns and mathematical relations. MANC.01.02.A
 - b. Use algebraic symbols to represent, solve, and analyze mathematical problems. MANC.01.02.B
 - c. Create mathematical models from real-life situations. MANC.01.02.C
 - d. Represent changes in quantities mathematically. MANC.01.02.D
 - e. Determine rate of change mathematically. MANC.01.02.E
 - f. Interpret graphical and numerical data. MANC.01.02.F
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03. Employ measurement skills to make business decisions. MANC.01.03

- a. Recognize measurable attributes of objects. MANC.01.03.A
 - b. Take measurements correctly. MANC.01.03.B
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04. Perform data analysis to make business decisions. MANC.01.04

- a. Formulate questions effectively. MANC.01.04.A
 - b. Organize useful data. MANC.01.04.B
 - c. Answer questions appropriately. MANC.01.04.C
 - d. Employ appropriate statistical methods in data analysis. MANC.01.04.D
 - e. Develop and evaluate inferences and predictions. MANC.01.04.E
 - f. Apply basic concepts of probability. MANC.01.04.F
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05. Evaluate the accuracy of mathematical responses using problem-solving techniques. MANC.01.05

- a. Identify problem-solving techniques. MANC.01.05.A
 - b. Apply a variety of problem-solving strategies. MANC.01.05.B
 - c. Adjust problem-solving strategies, when needed. MANC.01.05.C
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Academic Foundations:
Examine and employ business and economic principles and concepts in making informed business decisions to continue business operations. MANC.02

01. Identify fundamental economic concepts necessary for employment in business. MANC.02.01

- a. Distinguish between economic goods and services. MANC.02.01.A
 - b. Explain the concept of economic resources. MANC.02.01.B
 - c. Describe the concepts of economics and economic activities. MANC.02.01.C
 - d. Determine economic utilities created by business activities. MANC.02.01.D
 - e. Explain the principles of supply and demand. MANC.02.01.E
 - f. Describe the functions of prices in markets. MANC.02.01.F
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02. Describe the nature of business and its contribution to society. MANC.02.02

- a. Explain the role of business in society. MANC.02.02.A
 - b. Describe types of business activities. MANC.02.02.B
 - c. Explain the organizational design of businesses. MANC.02.02.C
 - d. Discuss the global environment in which businesses operate. MANC.02.02.D
 - e. Describe factors that affect the business environment. MANC.02.02.E
 - f. Explain how organizations adapt to today's markets. MANC.02.02.F
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03. Recognize how economic systems influence environments in which businesses function. MANC.02.03

- a. Explain the types of economic systems. MANC.02.03.A
 - b. Explain the concept of private enterprise. MANC.02.03.B
 - c. Identify factors affecting a business's profit. MANC.02.03.C
 - d. Determine factors affecting business risk. MANC.02.03.D
 - e. Explain the concept of competition. MANC.02.03.E
 - f. Describe market structures. MANC.02.03.F
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04. Use knowledge regarding the impact government has on businesses to make informed economic decisions. MANC.02.04

- a. Determine the relationship between government and business. MANC.02.04.A
- b. Describe the nature of taxes. MANC.02.04.B
- c. Discuss the nature of monetary policy. MANC.02.04.C
- d. Discuss the supply and demand for money. MANC.02.04.D
- e. Explain the role of the Federal Reserve System. MANC.02.04.E
- f. Explain the concept of fiscal policies. MANC.02.04.F

g. Describe the effects of fiscal and monetary policies. MANC.02.04.G

05. Analyze cost/profit relationships to guide business decision-making. MANC.02.05

- a. Explain the concept of productivity. MANC.02.05.A
 - b. Analyze impact of specialization/division of labor on productivity. MANC.02.05.B
 - c. Explain the concept of organized labor and business. Explain the impact of the law of diminishing returns. MANC.02.05.C
 - d. Describe the concept of economies of scale. MANC.02.05.D
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06. Use economic indicators to detect economic trends and conditions. MANC.02.06

- a. Describe the concept of price stability as an economic measure. MANC.02.06.A
 - b. Discuss the measure of consumer spending as an economic indicator. MANC.02.06.B
 - c. Discuss the impact of a nation's unemployment rates. MANC.02.06.C
 - d. Explain the concept of Gross Domestic Product. MANC.02.06.D
 - e. Describe the economic impact of inflation on business. MANC.02.06.E
 - f. Explain unemployment and inflation tradeoffs. MANC.02.06.F
 - g. Explain the economic impact of interest-rate fluctuations. MANC.02.06.G
 - h. Determine the impact of business cycles on business activities. MANC.02.06.H
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07. Determine global trade's impact on business decision-making. MANC.02.07

- a. Explain the nature of global trade. MANC.02.07.A
 - b. Describe the determinants of exchange rates and their effects on the domestic economy. MANC.02.07.B
 - c. Discuss the impact of cultural and social environments on global trade. MANC.02.07.C
 - d. Explain labor issues associated with global trade. MANC.02.07.D
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Systems: Identify new ideas, opportunities, and methods to create or start a new project or venture. MANC.03

01. Employ entrepreneurial discovery strategies to generate feasible ideas for business ventures. MANC.03.01

- a. Explain the need for entrepreneurial discovery. MANC.03.01.A
- b. Discuss entrepreneurial discovery processes. MANC.03.01.B
- c. Assess global trends and opportunities. MANC.03.01.C
- d. Determine opportunities for venture creation. MANC.03.01.D
- e. Assess opportunities for venture creation. MANC.03.01.E
- f. Describe idea-generation methods. MANC.03.01.F
- g. Generate venture ideas. MANC.03.01.G
- h. Determine feasibility of venture ideas. MANC.03.01.H

02. Develop a concept for a new business venture. MANC.03.02

- a. Describe entrepreneurial planning considerations. MANC.03.02.A
- b. Explain tools used by entrepreneurs for venture planning. MANC.03.02.B
- c. Assess start-up requirements. MANC.03.02.C
- d. Assess risks associated with venture. MANC.03.02.D

e. Describe external resources useful to entrepreneurs during concept development. MANC.03.02.E

- f. Assess the need to use external resources for concept development. MANC.03.02.F
- g. Describe strategies to protect intellectual property. MANC.03.02.G
- h. Use components of business plan to define venture idea. MANC.03.02.H

03. Determine the resources needed for start-up viability of a business venture. MANC.03.03

- a. Describe processes used to acquire adequate financial resources for venture creation/start-up. MANC.03.03.A
- b. Select sources to finance venture creation/start-up. MANC.03.03.B
- c. Explain factors to consider in determining a venture's human-resource needs. MANC.03.03.C
- d. Explain considerations in making the decision to hire staff. MANC.03.03.D
- e. Describe considerations in selecting capital resources. MANC.03.03.E
- f. Identify capital resources needed for the venture. MANC.03.03.F
- g. Assess the costs/benefits associated with resources. MANC.03.03.G

04. Actualize a new business venture to generate profit and/or meet objectives. MANC.03.04

- a. Use external resources to supplement entrepreneur's expertise. MANC.03.04.A
- b. Explain the complexity of business operations. MANC.03.04.B
- c. Evaluate risk-taking opportunities. MANC.03.04.C
- d. Explain the need for business systems and procedures. MANC.03.04.D
- e. Describe the use of operating procedures. MANC.03.04.E
- f. Explain methods/processes for organizing workflow. MANC.03.04.F
- g. Develop and/or provide product/service. MANC.03.04.G
- h. Use creative problem-solving in business activities/decisions. MANC.03.04.H
- i. Explain the impact of resource productivity on venture success. MANC.03.04.I
- j. Create processes for ongoing opportunity recognition. MANC.03.04.J
- k. Develop plan to invest resources into improving current products or creating new ones. MANC.03.04.K

l. Adapt to changes in business environment. [MANC.03.04.L](#)

05. Select a harvesting strategy that matches the entrepreneur's desired goals regarding the business venture. [MANC.03.05](#)

- a. Explain the need for continuation planning. [MANC.03.05.A](#)
 - b. Describe methods of venture harvesting. [MANC.03.05.B](#)
 - c. Evaluate options for continued venture involvement. [MANC.03.05.C](#)
 - d. Develop exit strategies. [MANC.03.05.D](#)
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Systems: Analyze accounting systems' contribution to the fiscal stability of a business. [MANC.04](#)

01. Develop a foundational knowledge of accounting to understand its nature and scope. [MANC.04.01](#)

- a. Explain the concept of accounting. [MANC.04.01.A](#)
 - b. Explain the need for accounting standards (GAAP). [MANC.04.01.B](#)
 - c. Discuss the role of ethics in accounting. [MANC.04.01.C](#)
 - d. Explain the use of technology in accounting. [MANC.04.01.D](#)
 - e. Explain legal considerations for accounting. [MANC.04.01.E](#)
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02. Demonstrate accounting procedures used to track money flow and to determine financial status. [MANC.04.02](#)

- a. Describe the nature of cash flow statements. [MANC.04.02.A](#)
 - b. Prepare cash flow statements. [MANC.04.02.B](#)
 - d. Describe the nature of income statements. [MANC.04.02.D](#)
 - c. Explain the nature of balance sheets. [MANC.04.02.C](#)
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Systems: Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources. [MANC.05](#)

01. Acquire a foundational knowledge of finance to understand its nature and scope. [MANC.05.01](#)

- a. Explain the role of finance in business. [MANC.05.01.A](#)
 - b. Discuss the role of ethics in finance. [MANC.05.01.B](#)
 - c. Explain legal considerations for finance. [MANC.05.01.C](#)
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Systems: Understand the methods that businesses use to recruit, train and develop human resources. [MANC.06](#)

01. Describe the role and function of human resources management. [MANC.06.01](#)

- a. Discuss the nature of human resources management. [MANC.06.01.A](#)
 - b. Explain the role of ethics in human resources management. [MANC.06.01.B](#)
 - c. Describe the use of technology in human resources management. [MANC.06.01.C](#)
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Safety, Health and Environmental: Implement safety, health, and

01. Adhere to health and safety regulations to support a safe work environment. [MANC.07.01](#)

- a. Describe health and safety regulations in business. [MANC.07.01.A](#)

environmental controls to enhance business productivity. MANC.07

- b. Report non-compliance with business health and safety regulations. MANC.07.01.B

02. Implement safety procedures to minimize loss. MANC.07.02

- a. Follow instructions for use of equipment, tools, and machinery. MANC.07.02.A
- b. Follow safety precautions. MANC.07.02.B
- c. Maintain a safe work environment. MANC.07.02.C
- d. Explain procedures for handling accidents. MANC.07.02.D
- e. Handle and report emergency situations. MANC.07.02.E

03. Assess needed safety policies/procedures to ensure protection of employees. MANC.07.03

- a. Identify potential safety issues. MANC.07.03.A
- b. Establish safety policies and procedures. MANC.07.03.B

04. Implement security policies/procedures to minimize chance for loss. MANC.07.04

- a. Explain routine security precautions. MANC.07.04.A
- b. Follow established security procedures/policies. MANC.07.04.B
- c. Protect company information and intangibles. MANC.07.04.C

05. Develop policies/procedures to protect workplace security. MANC.07.05

- a. Identify potential security issues. MANC.07.05.A
- b. Establish policies to protect company information and intangibles. MANC.07.05.B
- c. Establish policies to maintain a non-hostile work environment. MANC.07.05.C
- d. Establish policies and procedures to maintain physical security of the work environment. MANC.07.05.D

**Ethics and Legal Responsibilities:
Describe business's responsibility to know and abide by laws and regulations that affect business operations.** MANC.08

01. Obtain and provide information in a business setting. MANC.08.01

- a. Respect the privacy of others. MANC.08.01.A
- b. Explain ethical considerations in providing information. MANC.08.01.B
- c. Protect confidential information. MANC.08.01.C
- d. Determine information appropriate to obtain from a client or another employee. MANC.08.01.D

02. Demonstrate ethical behaviors in the workplace. MANC.08.02

- a. Explain the nature of business ethics. MANC.08.02.A
- b. Demonstrate responsible behavior. MANC.08.02.B
- c. Demonstrate honesty and integrity. MANC.08.02.C
- d. Demonstrate ethical work habits. MANC.08.02.D

03. Manage internal and external business relationships to foster positive interactions. MANC.08.03

- a. Treat others fairly at work. MANC.08.03.A
- b. Describe ethics in human resources issues. MANC.08.03.B

04. Describe the nature and scope of business laws and regulations. MANC.08.04

- a. Discuss the nature of law and sources of law in the United States. MANC.08.04.A
- b. Describe the US Judicial system hierarchy for legal appeals. MANC.08.04.B
- c. Describe legal issues affecting businesses. MANC.08.04.C

05. Describe the elements of a business contract. MANC.08.05

- a. Identify the basic torts relating to business enterprises. MANC.08.05.A
- b. Describe the nature of legally binding contracts. MANC.08.05.B

06. Describe the current regulatory environment of United States' businesses. MANC.08.06

- a. Describe the nature of legal procedure. MANC.08.06.A
- b. Discuss the nature of debtor-creditor relationships. MANC.08.06.B
- c. Explain the nature of agency relationships. MANC.08.06.C
- d. Discuss the nature of environmental law. MANC.08.06.D
- e. Discuss the role of administrative law. MANC.08.06.E

07. Describe current human resources laws and regulations. MANC.08.07

- a. Explain the nature of human resources regulations. MANC.08.07.A
- b. Explain the nature of workplace regulations (including OSHA, ADA). MANC.08.07.B
- c. Discuss employment relationships. MANC.08.07.C

08. Select business structure for immediate and long-term operations. MANC.08.08

- a. Explain types of business ownership. MANC.08.08.A
- b. Select form of business ownership. MANC.08.08.B

09. Describe applicable commerce laws and regulations. MANC.08.09

- a. Explain the nature of trade regulations. MANC.08.09.A
- b. Describe the impact of anti-trust legislation. MANC.08.09.B

10. Explain applicable tax laws and regulations to comply with government requirements. MANC.08.10

- a. Explain the nature of tax regulations on business. MANC.08.10.A
 - b. Explain the nature of businesses' reporting requirements. MANC.08.10.B
 - c. Develop strategies for legal/government compliance. MANC.08.10.C
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Employability and Career Development: Explore, obtain, and develop strategies for ensuring a successful business career. MANC.09

01. Develop self-understanding to recognize the impact of personal actions on others. MANC.09.01

- a. Describe the nature of emotional intelligence. MANC.09.01.A
 - b. Explain the concept of self-esteem. MANC.09.01.B
 - c. Recognize personal biases and stereotypes. MANC.09.01.C
 - d. Assess personal strengths and weaknesses. MANC.09.01.D
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02. Develop personal traits and behaviors to foster career advancement. MANC.09.02

- a. Identify desirable personality traits important to business. MANC.09.02.A
 - b. Exhibit a positive attitude. MANC.09.02.B
 - c. Exhibit self-confidence. MANC.09.02.C
 - d. Demonstrate interest and enthusiasm. MANC.09.02.D
 - e. Demonstrate initiative. MANC.09.02.E
 - f. Foster positive working relationships. MANC.09.02.F
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03. Participate in career-planning to enhance job-success potential. MANC.09.03

- a. Assess personal interests and skills needed for success in business. MANC.09.03.A
 - b. Analyze employer expectations in the business environment. MANC.09.03.B
 - c. Explain the rights of workers. MANC.09.03.C
 - d. Identify sources of career information. MANC.09.03.D
 - e. Identify tentative occupational interest. MANC.09.03.E
 - f. Explain employment opportunities in business. MANC.09.03.F
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04. Implement job-seeking skills to obtain employment. MANC.09.04

- a. Utilize job-search strategies. MANC.09.04.A
 - b. Complete a job application. MANC.09.04.B
 - c. Interview for a job. MANC.09.04.C
 - d. Write a follow-up letter after job interviews. MANC.09.04.D
 - e. Write a letter of application. MANC.09.04.E
 - f. Prepare a résumé. MANC.09.04.F
 - g. Use networking techniques to identify employment opportunities. MANC.09.04.G
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05. Utilize career-advancement activities to enhance professional development. MANC.09.05

- a. Describe techniques for obtaining work experience (e.g., volunteer activities, internships). MANC.09.05.A
- b. Explain the need for ongoing education as a worker. MANC.09.05.B
- c. Explain possible advancement patterns for jobs. MANC.09.05.C

- d. Identify skills needed to enhance career progression. [MANC.09.05.D](#)
 - e. Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors). [MANC.09.05.E](#)
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Technical Skills: Access, process, maintain, evaluate, and disseminate information to assist in business decision-making. [MANC.10](#)

01. Use information literacy skills to increase workplace efficiency and effectiveness. [MANC.10.01](#)

- a. Assess information needs. [MANC.10.01.A](#)
 - b. Obtain needed information efficiently. [MANC.10.01.B](#)
 - c. Evaluate quality and source of information. [MANC.10.01.C](#)
 - d. Apply information to accomplish a task. [MANC.10.01.D](#)
 - e. Store information for future use. [MANC.10.01.E](#)
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02. Acquire a foundational knowledge of information management to understand its nature and scope. [MANC.10.02](#)

- a. Discuss the nature of information management. [MANC.10.02.A](#)
 - b. Explain the role of ethics in information management. [MANC.10.02.B](#)
 - c. Explain legal issues associated with information management. [MANC.10.02.C](#)
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03. Maintain business records to facilitate business operations. [MANC.10.03](#)

- a. Describe the nature of business records. [MANC.10.03.A](#)
 - b. Maintain customer records. [MANC.10.03.B](#)
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04. Acquire information to guide business decision-making. [MANC.10.04](#)

- a. Describe current business trends. [MANC.10.04.A](#)
 - b. Monitor internal records for business information. [MANC.10.04.B](#)
 - c. Conduct an environmental scan to obtain business information. [MANC.10.04.C](#)
 - d. Interpret statistical findings. [MANC.10.04.D](#)
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05. Utilize project-management skills to improve workflow and minimize costs. [MANC.10.05](#)

- a. Explain the nature of project management. [MANC.10.05.A](#)
 - b. Identify resources needed for project. [MANC.10.05.B](#)
 - c. Develop project plan. [MANC.10.05.C](#)
 - d. Apply project-management tools to monitor project progress. [MANC.10.05.D](#)
 - e. Evaluate project results. [MANC.10.05.E](#)
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Technical Skills: Establish, maintain, control, and plan the use

01. Describe the fundamental principles of money needed to make financial exchanges. [MANC.11.01](#)

of financial resources to protect solvency. MANC.11

- a. Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.). MANC.11.01.A
 - b. Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.). MANC.11.01.B
 - c. Describe functions of money (medium of exchange, unit of measure, store of value). MANC.11.01.C
 - d. Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.). MANC.11.01.D
 - e. Explain the time value of money. MANC.11.01.E
 - f. Explain the purposes and importance of credit. MANC.11.01.F
 - g. Explain legal responsibilities associated with financial exchanges. MANC.11.01.G
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02. Analyze financial needs and goals to determine financial requirements. MANC.11.02

- a. Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.). MANC.11.02.A
 - b. Set financial goals. MANC.11.02.B
 - c. Develop personal budget. MANC.11.02.C
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03. Manage personal finances to achieve financial goals. MANC.11.03

- a. Explain the nature of tax liabilities. MANC.11.03.A
 - b. Interpret a pay stub. MANC.11.03.B
 - c. Read and reconcile bank statements. MANC.11.03.C
 - d. Maintain financial records. MANC.11.03.D
 - e. Demonstrate the wise use of credit. MANC.11.03.E
 - f. Validate credit history. MANC.11.03.F
 - g. Protect against identity theft. MANC.11.03.G
 - h. Prepare personal income tax forms (i.e., 1040 EZ). MANC.11.03.H
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04. Explain the use of financial-services providers to aid in financial-goal achievement. MANC.11.04

- a. Describe types of financial-services providers. MANC.11.04.A
 - b. Discuss considerations in selecting a financial-services provider. MANC.11.04.B
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05. Use investment strategies to ensure financial well-being. MANC.11.05

- a. Explain types of investments. MANC.11.05.A
- b. Explain the nature of capital investment. MANC.11.05.B
- c. Establish investment goals and objectives. MANC.11.05.C

06. Identify potential business threats and opportunities for protecting a business's financial well-being. MANC.11.06

- a. Describe the concept of insurance. MANC.11.06.A
- b. Obtain insurance coverage. MANC.11.06.B
- c. Settle insurance losses. MANC.11.06.C
- d. Identify speculative business risks. MANC.11.06.D
- e. Explain the nature of risk management. MANC.11.06.E

07. Obtain business credit and establish financial controls. MANC.11.07

- a. Explain the purposes and importance of obtaining business credit. MANC.11.07.A
- b. Analyze critical banking relationships. MANC.11.07.B
- c. Make critical decisions regarding acceptance of bank cards. MANC.11.07.C
- d. Determine financing needed for business operations. MANC.11.07.D
- e. Identify risks associated with obtaining business credit. MANC.11.07.E
- f. Explain sources of financial assistance. MANC.11.07.F
- g. Explain loan evaluation criteria used by lending institutions. MANC.11.07.G
- h. Complete loan application package. MANC.11.07.H

08. Manage financial resources to maintain business solvency. MANC.11.08

- a. Describe the nature of budgets. MANC.11.08.A
- b. Explain the nature of operating budgets. MANC.11.08.B
- c. Describe the nature of cost/benefit analysis. MANC.11.08.C
- d. Determine relationships among total revenue, marginal revenue, output, and profit. MANC.11.08.D
- e. Develop company's/department's budget. MANC.11.08.E
- f. Forecast sales. MANC.11.08.F
- g. Calculate financial ratios. MANC.11.08.G
- h. Interpret financial statements. MANC.11.08.H

Technical Skills: Employ tools and strategies to influence, plan, control, and organize an organization/department.

01. Explain the role that business management has in contributing to business success. MANC.12.01

- a. Explain the concept of management. MANC.12.01.A
- b. Explain the nature of managerial ethics. MANC.12.01.B

02. Utilize planning tools to guide organization's/department's activities. MANC.12.02

- a. Explain the nature of business plans. MANC.12.02.A
- b. Develop company goals/objectives. MANC.12.02.B

- c. Define business mission. MANC.12.02.C
 - d. Conduct an organizational SWOT. MANC.12.02.D
 - e. Explain external planning considerations. MANC.12.02.E
 - f. Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.). MANC.12.02.F
 - g. Develop action plans. MANC.12.02.G
 - h. Develop business plan. MANC.12.02.H
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03. Implement control activities that promote growth and development of the organization/department. MANC.12.03

- a. Describe the nature of managerial control (control process, types of control, what is controlled). MANC.12.03.A
 - b. Analyze operating results in relation to budget/industry. MANC.12.03.B
 - c. Track performance of business plan. MANC.12.03.C
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Technical Skills: Identify, understand and implement processes and systems used to monitor, plan, and control day-to-day business activities. MANC.13

04. Implement expense-control strategies to enhance a business's financial well-being. MANC.13.04

- a. Explain the nature of overhead/operating costs. MANC.13.04.A
 - b. Explain employee's role in expense control. MANC.13.04.B
 - c. Control use of supplies. MANC.13.04.C
 - d. Conduct breakeven analysis. MANC.13.04.D
 - e. Negotiate service and maintenance contracts. MANC.13.04.E
 - f. Negotiate lease or purchase of facility. MANC.13.04.F
 - g. Develop expense control plans. MANC.13.04.G
 - h. Use budgets to control operations. MANC.13.04.H
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05. Maintain property and equipment necessary for ongoing business activities. MANC.13.05

- a. Identify routine activities for maintaining business facilities and equipment. MANC.13.05.A
 - b. Plan maintenance program. MANC.13.05.B
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Technical Skills: Create, communicate, and deliver value to customers while managing customer relationships. MANC.14

01. Perform customer service activities to support customer relationships and encourage repeat business. MANC.14.01

- a. Process customer orders. MANC.14.01.A
 - b. Process customer returns. MANC.14.01.B
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02. Utilize technology to facilitate customer relationship management. MANC.14.02

- a. Explain the use of databases in customer relationship management (CRM). MANC.14.02.A

- b. Use CRM technology. [MANC.14.02.B](#)

Technical Skills: Employ systems, strategies, and techniques used to collect, organize, analyze, and share information in an organization. [MANC.15](#)

01. Explain the nature and scope of knowledge management practices within a business. [MANC.15.01](#)

- a. Explain the nature of knowledge management. [MANC.15.01.A](#)
- b. Discuss the role of ethics in knowledge management. [MANC.15.01.B](#)
- c. Explain the use of technology in knowledge management. [MANC.15.01.C](#)
- d. Explain legal considerations for knowledge management. [MANC.15.01.D](#)

02. Use knowledge management strategies to improve the performance and competitive advantage of an organization. [MANC.15.02](#)

- a. Identify techniques that can be used to capture and transfer knowledge in an organization. [MANC.15.02.A](#)
- b. Determine factors causing loss of organizational knowledge. [MANC.15.02.B](#)
- c. Implement knowledge-management strategies. [MANC.15.02.C](#)

Technical Skills: Plan, implement, monitor, and evaluate business projects. [MANC.16](#)

01. Utilize project management skills to start, run, and complete projects. [MANC.16.01](#)

- a. Explain the nature of a project life cycle. [MANC.16.01.A](#)
- b. Explain standard project-management processes. [MANC.16.01.B](#)
- c. Coordinate schedules and activities. [MANC.16.01.C](#)
- d. Track project progress and results. [MANC.16.01.D](#)

Technical Skills: Implement, monitor and evaluate quality standards in order to ensure high quality. [MANC.17](#)

01. Explain the nature and scope of quality management practices within a business. [MANC.17.01](#)

- a. Explain the nature of quality management. [MANC.17.01.A](#)
- b. Describe the nature of quality management frameworks (e.g., Six Sigma, ITIL, CMMI). [MANC.17.01.B](#)
- c. Discuss the need for continuous improvement of the quality process. [MANC.17.01.C](#)

Technical Skills: Examine and employ risk management strategies and techniques in order to minimize potential business loss. [MANC.18](#)

01. Explain the nature and scope of risk management practices within a business. [MANC.18.01](#)

- a. Explain the role of ethics in risk management. [MANC.18.01.A](#)
- b. Describe the use of technology in risk management. [MANC.18.01.B](#)
- c. Discuss legal considerations affecting risk management. [MANC.18.01.C](#)