Michigan CTE

# CTE Business Administration, Management & Operations - Technical Standards

**Employ information management techniques and strategies in the workplace to assist in decision-making.** A

1. **Use information literacy skills when accessing, evaluating and disseminating information.** A.1
2. **Describe the nature and scope of information management.** A.2
3. **Maintain records to facilitate ongoing business operations.** A.3

**Employ planning and time management skills and tools to enhance results and complete work tasks.** B

1. **Develop goals and objectives.** B.1
2. **Prioritize tasks to be completed.** B.2
3. **Develop timelines using time management knowledge and skills.** B.3
4. **Use project-management skills to improve workflow and minimize costs.** B.4

**Access, process, maintain, evaluate, and disseminate information to assist in business decision-making.** C

1. **Use information literacy skills to increase workplace efficiency and effectiveness.** C.1
   - a Assess information needs C.1.A
   - b Obtain needed information efficiently C.1.B
   - c Evaluate quality and source of information C.1.C
   - d Apply information to accomplish a task C.1.D
   - e Store information for future use C.1.E
2. **Acquire a foundational knowledge of information management to understand its nature and scope.** C.2
   - a Discuss the nature of information management C.2.A
   - b Explain the role of ethics in information management C.2.B
   - c Explain legal issues associated with information management C.2.C

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3 **Maintain business records to facilitate business operations.** C.3

- a Describe the nature of business records C.3.A
- b Maintain customer records C.3.B

4 **Acquire information to guide business decision-making.** C.4

- a Describe current business trends C.4.A
- b Monitor internal records for business information C.4.B
- c Conduct an environmental scan to obtain business information C.4.C
- d Interpret statistical findings C.4.D

5 **Utilize project-management skills to improve workflow and minimize costs.** C.5

- a Explain the nature of project management C.5.A
- b Identify resources needed for project C.5.B
- c Develop project plan C.5.C
- d Apply project-management tools to monitor project progress C.5.D
- e Evaluate project results C.5.E

**Establish, maintain, control, and plan the use of financial resources to project solvency.** D

1 **Describe the fundamental principles of money needed to make financial exchanges.** D.1

- a Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.) D.1.A
- b Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.) D.1.B
- c Describe functions of money (medium of exchange, unit of measure, store of value) D.1.C
- d Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.) D.1.D
- e Explain the time value of money D.1.E
- f Explain the purposes and importance of credit D.1.F
- g Explain legal responsibilities associated with financial exchanges D.1.G

2 **Analyze financial needs and goals to determine financial requirements.** D.2

- a Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.) D.2.A
- b Set financial goals D.2.B
- c Develop personal budget D.2.C

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**lanage personal finances to achieve financial goals.** D.3

- Explain the nature of tax liabilities D.3.A

b Interpret a pay stub D.3.B

c Read and reconcile bank statements D.3.C

d Maintain financial records D.3.D

e Demonstrate the wise use of credit D.3.E

f Validate credit history D.3.F

g Protect against identity theft D.3.G

h Prepare personal income tax forms (i.e, 1040 EZ) D.3.H

**4 Explain the use of financial-services providers to aid in financial-goal achievement.** D.4

a Describe types of financial-services providers D.4.A

b Discuss considerations in selecting a financial-services provider D.4.B

**5 Use investment strategies to ensure financial well-being.** D.5

a Explain types of investments D.5.A

b Explain the nature of capital investment D.5.B

c Establish investment goals and objectives D.5.C

**6 Identify potential business threats and opportunities for protecting a business's financial well-being.** D.6

a Describe the concept of insurance D.6.A

b Obtain insurance coverage D.6.B

c Settle insurance losses D.6.C

d Identify speculative business risks D.6.D

e Explain the nature of risk management D.6.E

**7 Obtain business credit and establish financial controls.** D.7

a Explain the purposes and importance of obtaining business credit D.7.A

b Analyze critical banking relationships D.7.B

c Make critical decisions regarding acceptance of bank cards D.7.C

d Determine financing needed for business operations D.7.D

e Identify risks associated with obtaining business credit D.7.E

f Explain sources of financial assistance D.7.F

g Explain loan evaluation criteria used by lending institutions D.7.G

h Complete loan application package D.7.H

**8 Manage financial resources to maintain business solvency.** D.8

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a Describe the nature of budgets D.8.A

b Explain the nature of operating budgets D.8.B

c Describe the nature of cost/benefit analysis D.8.C

d Determine relationships among total revenue, marginal revenue, output, and profit D.8.D

e Develop company's/department's budget D.8.E

f Forecast sales D.8.F

g Calculate financial ratios D.8.G

h Interpret financial statements D.8.H

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**Employ tools and strategies to influence, plan, control, and organize an organization/department.** E

1 **Explain the role that business management has in contributing to business success.** E.1

a Explain the concept of management E.1.A

b Explain the nature of managerial ethics E.1.B

2 **Utilize planning tools to guide organization's/department's activities.** E.2

a Explain the nature of business plans E.2.A

b Develop company goals/objectives E.2.B

c Define business mission E.2.C

d Conduct an organization SWOT E.2.D

e Explain external planning considerations E.2.E

f Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.) E.2.F

g Develop action plans E.2.G

h Develop business plan E.2.H

3 **Implement control activities that promote growth and development of the organization/department.** E.3

a Describe the nature of managerial control (control process, types of control, what is controlled) E.3.A

b Analyze operating results in relation to budget/industry E.3.B

c Track performance of business plan E.3.C

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**Identify, understand and implement processes and systems used to monitor, plan, and control day-to-day business activities.** F

1 **Implement expense-control strategies to enhance a business's financial well-being.** F.1

a Explain the nature of overhead/operating costs F.1.A

b Explain employee's role in expense control F.1.B

c Control use of supplies F.1.C

d Conduct breakeven analysis F.1.D

e Negotiate service and maintenance contracts F.1.E

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f Negotiate lease or purchase of facility F.1.F

g Develop expense control plans F.1.G

h Use budgets to control operations F.1.H

**2 Maintain property and equipment necessary for ongoing business activities.** F.2

a Identify routine activities for maintaining business facilities and equipment F.2.A

b Plan maintenance program F.2.B

**Create, communicate, and deliver value to customers while managing customer relationships.** G

**1 Perform customer service activities to support customer relationships and encourage repeat business.** G.1

a Process customer orders G.1.A

b Process customer returns G.1.B

**2 Utilize technology to facilitate customer relationship management** G.2

a Explain the use of databases in customer relationship management (CRM) G.2.A

b Use CRM technology G.2.B

**Employ systems, strategies, and techniques used to collect, organize, analyze, and share information in an organization.** H

**1 Explain the nature and scope of knowledge management practices within a business.** H.1

a Explain the nature of knowledge management H.1.A

b Discuss the role of ethics in knowledge management H.1.B

c Explain the use of technology in knowledge management H.1.C

d Explain legal considerations for knowledge management H.1.D

**2 Use knowledge management strategies to improve the performance and competitive advantage of an organization.** H.2

a Identify techniques that can be used to capture and transfer knowledge in an organization H.2.A

b Determine factors causing loss of organizational knowledge H.2.B

c Implement knowledge-management strategies H.2.C

**Plan, implement, monitor, and evaluate business projects.** I

**1 Utilize project management skills to start, run, and complete projects.** I.1

a Explain the nature of a project life cycle I.1.A

b Explain standard project-management processes I.1.B

c Coordinate schedules and activities I.1.C

d Track project progress and results I.1.D

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**xplain the nature and scope of quality management practices within a usiness.** J.1

**standards in order to ensure high quality.** J

- a Explain the nature of quality management J.1.A
- b Describe the nature of quality management frameworks (e.g., Six Sigma, ITIL, CMMI) J.1.B
- c Discuss the need for continuous improvement of the quality process J.1.C

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**Examine and employe risk management strategies and techniques in order to minimize potential business loss.** K

1 **Explain the nature and scope of risk management practices within a business.** K.1

- a Explain the role of ethics in risk management K.1.A
- b Describe the use of technology in risk management K.1.B
- c Discuss legal considerations affecting risk management K.1.C

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**Organization and Human Resources** L

1 **Personnel administration.** L.1

- a Flexibility and work - life balance L.1.A
- b Compensation and benefits L.1.B
- c Retention and turnover L.1.C
- d Labor-management relations L.1.D

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2 **Human relations and motivation** L.2

- a The strategic importance of HRM L.2.A
- b The legal environment of HRM L.2.B
- c Labor relations L.2.C
- d Human resource planning L.2.D
- e Recruiting human resources L.2.E
- f Selecting human resources L.2.F
- g Training and development L.2.G
- h Performance appraisal L.2.H
- i Performing feedback L.2.I
- j Determining compensation L.2.J
- k Determining benefits L.2.K
- l The meaning of diversity L.2.L
- m The impact of diversity L.2.M
- n Managing diversity in organizations L.2.N
- o How employees form unions L.2.O
- p Collective bargaining L.2.P
- q Managing knowledge workers L.2.Q

Contingent and temporary workers L.2.R

The needs hierarchy approach L.2.S

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t The two-factor theory L.2.T

u Individual human needs L.2.U

v Expectancy theory L.2.V

w Equity theory L.2.W

x Goal-setting theory L.2.X

y Kinds of reinforcement in organizations L.2.Y

z Providing reinforcement in organization L.2.Z

aa Empowerment and participation L.2.AA

ab Alternative forms of work arrangements L.2.AB

ac Merit reward systems L.2.AC

ad Incentive reward systems L.2.AD

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**3 Training and development** L.3

a The need for and benefits measurement and evaluation of training outcomes L.3.A

b The ROI model and proces L.3.B

c Developing training objectives L.3.C

d Develop evaluation plans and baseline data L.3.D

e Collect data after trainin L.3.E

f Isolate the effects of training L.3.F

g Convert data to monetary values L.3.G

h Identify the costs of training L.3.H

i Calculate the return on investment L.3.I

j Measuring training outcomes L.3.J

k Gaining management support and implementing the process L.3.K

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**4 Performance appraisal** L.4

a Goal setting L.4.A

b Determining key job responsibilities L.4.B

c Identifying and using competencies L.4.C

d Providing day-to-day coaching L.4.D

e Evaluating the quality of an individual's performance L.4.E

f Using your appraisal form L.4.F

g Preparing for the appraisal discussion L.4.G

h Conducting the appraisal discussion L.4.H

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**Organizational development** L.5

a Forces for change L.5.A

- b Planning versus relative change L.5.B
- c Steps in the changing process L.5.C
- d Understanding resistance to change L.5.D
- e Overcoming resistance to change L.5.E
- f Changing organizational structure and design L.5.F
- g Changing people, attitudes, and behaviors L.5.G
- h Changing business processes L.5.H
- i Organizational development L.5.I
- j The innovation proces L.5.J
- k The failure to innovate L.5.K
- l Promoting innovation in organizations L.5.L

**6 Legal concerns** L.6

- a Human resource management legal issues L.6.A
- b Affirmative action L.6.B
- c Sexual harassment in the workplace L.6.C
- d Understanding the Americans with Disabilities Act L.6.D
- e Managing conflict in the workplace L.6.E

**7 Workforce diversity** L.7

- a The meaning of diversity L.7.A
- b The impact of diversity L.7.B
- c Managing diversity in organizations L.7.C

**8 Recruiting and selecting** L.8

- a Federal employee Unions and the human resource management function L.8.A
- b Organizational investment in employee development L.8.B
- c Staffing the bureaucracy: Employee recruitment and selection L.8.C
- d Effective job analysis methods L.8.D

**9 Compensation and benefits** L.9

- a The role of the manager in employee motivation L.9.A
- b Work management and job evaluation systems L.9.B
- c Designing and creating an effective compensation plan L.9.C
- d Merit pay mania: Transforming polarized support and opposition into a working consensus L.9.D

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- e Employee benefits such as healthcare and pensions L.9.E

10 **Collective bargaining** L.10

- a The strategic level of industrial relations and structures for collective bargaining L.10.A
- b The functional level of industrial relations L.10.B
- c The workplace level of industrial relations L.10.C
- d Collective bargaining in the public sector L.10.D
- e International and comparative industrial relations L.10.E
- f The future of U.S. labor policy and industrial relations L.10.F

**Operational Aspects of Management.** M

1 **Operations planning and control** M.1

- a Single-use plans M.1.A
- b Standing plans M.1.B
- c Contingency planning and crisis management M.1.C
- d The importance of Operations M.1.D
- e Manufacturing and production operations M.1.E
- f The role of operations in organizational strategy M.1.F
- g Determining the product-service mix M.1.G
- h Capacity decisions M.1.H
- i Facilities decisions M.1.I
- j Manufacturing technology M.1.J
- k Service technology M.1.K
- l Operations management as control M.1.L
- m Purchasing management M.1.M
- n Inventory management M.1.N

2 **Work scheduling** M.2

- a Types of forecasting approaches M.2.A
- c Monthly forecasting adjustments M.2.C
- b Trend analysis M.2.B
- d Day-of-week forecasting M.2.D
- e Time-of-day forecasting M.2.E
- f Forecasting funnel approach M.2.F
- g Forecasting handle times M.2.G
- h Defining staff workload M.2.H

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- Skill-based scheduling techniques M.2.I

3 **Quality management (e.g., TQM)** M.3

- a The meaning of quality M.3.A
- b The importance of quality M.3.B
- c Total Quality Management M.3.C
- d TQM tools and techniques M.3.D

4 **Information processing and management** M.4

- a What is useful information? M.4.A
- b Information needs in organizations M.4.B
- c Information systems M.4.C
- d How information technology is changing organizations M.4.D
- e Managers as information processors M.4.E
- f Managers as problem solvers M.4.F
- g Types of managerial decisions M.4.G
- h Decision conditions M.4.H
- i The decision making proces M.4.I
- j Issues in managerial decision making M.4.J
- k Decision errors and traps M.4.L
- l Creativity in decision making M.4.L

5 **Strategic planning and analysis** M.5

- a The components of strategy M.5.A
- b Types of strategic alternatives M.5.B
- c Evaluating an organization's strengths M.5.C
- d Evaluating an organization's weaknesses M.5.D
- e Evaluating an organization's opportunities and threats M.5.E
- f Porter's generic strategies M.5.F
- g Strategies based on product life cycle M.5.G
- h Formulating corporate-level strategies M.5.H
- i Single-product strategy M.5.I
- j Related diversification M.5.J
- k Unrelated diversification M.5.K
- l Competitive advantages M.5.L
- m Strategy and strategic intent M.5.M
- n The strategic management proces M.5.N
- o Analysis of Mission, Values, and Objectives M.5.O

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- p SWOT analysis of organization and environment M.5.P
- q Five Forces Analysis of industry effectiveness M.5.Q
- r Corporate-level strategy formulation M.5.R
- s Business-level strategy formulation M.5.S
- t Strategy implementation M.5.T

**6 Productivity** M.6

- a The meaning of productivity M.6.A
- b The importance of productivity M.6.B
- c Productivity trends M.6.C
- d Productivity as a measure of efficiency of resource use M.6.D
- e Labor productivity M.6.E
- f Types of productivity- machines, materials, energy, capital M.6.F
- g Measures of productivity; impact of changes on productivity M.6.G

**Functional Aspects of Management** N

**1 Planning** N.1

- a Building effective time management skills N.1.A
- b Organizational goals N.1.B
- c Kinds of organizational plans N.1.C
- d Importance of planning N.1.D
- e The planning proces N.1.E
- f Benefits of planning N.1.F
- g Planning and time management N.1.G
- h Long-range and short-range plans N.1.H
- i Strategic and tactical plans N.1.I
- j Operational plans N.1.J
- k Forecasting N.1.K
- l Contingency planning N.1.L
- m Scenario plannin N.1.M
- n Benchmarking N.1.N
- o Use of self planners N.1.O
- p Goal setting N.1.P
- q Goal alignment N.1.Q

**)rganizing** N.2

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- Why organize? N.2.A

- b Basic concepts N.2.B
- c Guidelines for organizing N.2.C

**3 Leading** N.3

- a The psychological contract N.3.A
- b The person-job fit N.3.B
- c The nature of individual differences N.3.C
- d The "Big Five" personality traits N.3.D
- e Other personality traits at work N.3.E
- f Emotional intelligence N.3.F
- g Work-related attitudes N.3.G
- h Affect and mood in organizations N.3.H
- i Basic perceptual processes N.3.I
- j Perception and attributes N.3.J
- k Causes and consequences of stres N.3.K
- l Performance behaviors N.3.L
- m Withdrawal behaviors N.3.M
- n Organizational Citizenship N.3.N
- o Dysfunctional behaviors N.3.O

**4 Controlling** N.4

- a The purpose of control N.4.A
- b Types of control N.4.B
- c Steps in the control proces N.4.C
- d Preliminary control N.4.D
- e Screening contro N.4.E
- f Post action contro N.4.F
- g Budgetary control N.4.G
- h Other tools for financial control N.4.H
- i Bureaucratic control N.4.I
- j Decentralized control N.4.J
- k Integrating strategy and control N.4.K
- l Characteristics of effective control N.4.L
- m Resistance to control N.4.M
- Overcoming resistance to control N.4.N

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**5 Authority** N.5

- a Appropriate leadership styles N.5.A
- b Getting through giving N.5.B
- c Enhancing influence N.5.C
- d Maintaining relationships N.5.D
- e Desired behaviors N.5.E
- f Types and uses of project metrics N.5.F
- g Potential problems and measurement barriers N.5.G

**6 Decision Making** N.6

- a Building effective decision-making skills N.6.
- b Decision making defined N.6.B
- c Types of decisions N.6.C
- d Decision-making conditions N.6.D
- e The classical model of decision making N.6.E
- f Steps in rational decision making N.6.F
- g The administrative model N.6.G
- h Political forces in decision making N.6.H
- i Intuition and escalation of commitment N.6.I
- j Risk propensity and decision making N.6.J
- k Ethics and decision making N.6.K
- l Forms and group and team decision making N.6.L
- m Advantages of group and team decision making N.6.M
- n Managing group and team decision making process N.6.N

**7 Organization charts** N.7

- a Viewing organizations as systems N.7.A
- b Three levels of performance: Organization, process, and job/performer N.7.B
- c Linking performance to strategy N.7.C
- d Types of organizational charts N.7.D
- e Creating an organizational chart N.7.E

**8 Leadership** N.8

- a The meaning of leadership N.8.A
- b Leadership and movement N.8.B
- c Leadership and power N.8.C

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- d Leadership traits N.8.D
- e Leadership behaviors N.8.E

f LPC Theory N.8.F

g Path-goal Theory N.8.G

h Vroom's Decision Tree Approach N.8.H

i The LMX Approach N.8.I

j Substitutes for leadership N.8.J

k Charismatic leadership N.8.K

l Transformational leadership N.8.L

m Strategic leadership N.8.M

n Cross-cultural leadership N.8.N

o Ethical leadership N.8.O

p Common political behaviors N.8.P

q Impression management N.8.Q

r Managing political behavior N.8.R

**9 Organizational structure** N.9

a Grouping jobs- Departmentalization N.9.A

b Establishing reporting relationships N.9.B

c distributing authority N.9.C

d Coordinating activities N.9.D

e The bureaucratic model of organization design N.9.E

f Situational influences on organization design N.9.F

g Functional (U Form) design N.9.G

h Conglomerate (H Form) design N.9.H

i Divisional (M Form) design N.9.I

j Matrix design N.9.J

k Hybrid design N.9.K

l The team organization N.9.L

m The virtual organization N.9.M

n The learning organization N.9.N

**10 Budgeting** N.10

a Creating a budg N.10.A

b The parts of a budget N.10.B

c Gathering production figures N.10.C

d Creating a production budget N.10.D

e Planning and budgeting a project N.10.E


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- f Checking it twice N.10.F
- g Preparing for presentation N.10.G
- h Budgetary spending N.10.H
- i Tracking your budget N.10.I
- j Budgeting and human resources N.10.J
- k Small business money management N.10.K
- l Mastering the budget process N.10.L

**11 Problem solving** N.11

- a How problems differ from decision N.11.A
- b A unified model for decision making and problem solving N.11.B
- c Asking the right questions N.11.C
- d How to approach system problems N.11.D
- e Key points N.11.E

**12 Group dynamics and team functions** N.12

- a Types of groups and teams N.12.A
- b Why people join groups and teams N.12.B
- c Stages of groups and team development N.12.C
- d Role structures N.12.D
- e Behavior norms N.12.E
- f Formal and informal leadership N.12.F
- g The nature of conflict N.12.G
- h Causes of conflict N.12.H
- i Stimulating conflict N.12.I
- j Controlling conflict N.12.J
- k Resolving and eliminating conflict N.12.K

**13 Conflict resolution** N.13

- a Types of conflict N.13.A
- b Sources of conflict N.13.B
- c Strategies for managing group conflicts N.13.C
- d Organizational change as a source of conflicts N.13.D

**14 Communication** N.14

- a A definition of communication N.14.A
- b Characteristics of useful information N.14.B


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- c The communication proces N.14.C
- d Interpersonal communication N.14.D
- e Communication in networks and work teams N.14.E
- f Organizational communication N.14.F
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- j Nonverbal communication N.14.J
- k Barriers to communication N.14.K
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**15 Change** N.15

- a Changing nature of work N.15.A
- b Changing nature of the worker N.15.B
- c Changing nature of the work environment: Growth of the computer N.15.C
- d Changing nature of the Manager: Need for managerial and interpersonal skills N.15.D

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- b Traditional organization structures N.16.B
- c Organizing designs N.16.C
- d Organizational changes N.16.D
- e Organizational cultures N.16.E
- f Multicultural organizations N.16.F

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- a Classic schools of management theory N.17.A
- b The behavioral school of management theory N.17.B
- c Production Operations Management (POM) approach N.17.C
- d The contingency approach N.17.D
- e Theory Z: The techniques of Japanese management N.17.E

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**1 Value dimensions** 0.1

- a Customer loyalty 0.1.A
- b Core values and concepts of organizations 0.1.B
- c Results used to create and balance value for key stakeholders 0.1.C

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- d Worth of products, process, asset or function relative to cost and alternatives 0.1.D
- e Defining what different stakeholder groups value 0.1.E
- f Guiding principles and behaviors that embody organization and how its people are expected to operate 0.1.F
- g Long term orientation 0.1.G

2 **Regional economic integration** 0.2

- a Desire to expand markets 0.2.A
- b Search for natural resources 0.2.B
- c Global marketing 0.2.C
- d Proximity to customer 0.2.D
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3 **Trading alliances** 0.3

- a Exporting 0.3.A
- b Foreign licensing 0.3.B
- c Foreign assembly 0.3.C
- d Foreign production subsidiaries 0.3.D

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- a The importance of organization culture 0.4.A
- b Determinants of organization culture 0.4.B
- c Managing organization culture 0.4.C

5 **Social responsibilities of busines** 0.5

- a Options for doing good 0.5.A
- b Increasing awareness and concern for social causes 0.5.B
- c Making contributions to causes based on product sales 0.5.C
- d Supporting behavior change campaigns 0.5.D
- e Making a direct contribution to a cause 0.5.E
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- a Laws and values as determinants of ethical behavior 0.6.A
- b Alternative views of ethics 0.6.B
- Cultural issues in ethical behavior 0.6.C
- Ethical dilemmas 0.6.D

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- e Influences on ethical decision making 0.6.E
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**7 Systems** 0.7

- a The Systems Perspective 0.7.A
- b Organizations and processes viewed as systems 0.7.B
- c Viewing organization as a whole 0.7.C
- d Alignment of core competencies, strategic objectives, action plans and work systems 0.7.D

**8 Environment** 0.8

- a The general environment 0.8.A
- b The task environment 0.8.B
- c The internal environment 0.8.C
- d Individual ethics in organizations 0.8.D
- e Emerging ethical issues 0.8.E
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