

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**

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

3 Manage personal finances to achieve financial goals. D.3

- a 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

- 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
-

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
-

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
 - 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
-

Implement, monitor and evaluate quality standards in order to ensure high quality. J

1 Explain the nature and scope of quality management practices within a business. J.1

- 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
-

Examine and employ 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
-

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

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
- r Contingent and temporary workers L.2.R
- s The needs hierarchy approach L.2.S
- 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

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

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

5 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 process 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
- 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
- i 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 process 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 process M.5.N
- o Analysis of Mission, Values, and Objectives M.5.O
- 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
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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 process ^{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 planning ^{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}
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2 Organizing ^{N.2}

- a 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 stress 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 process N.4.C
- d Preliminary control N.4.D
- e Screening control N.4.E
- f Post action control 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
- n Overcoming resistance to control N.4.N

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
- 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
- n The learning organization N.9.N
- m The virtual organization N.9.M

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
- 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
- c The communication process 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
- g Electronic communication N.14.G
- h The grapevine N.14.H
- i Management by wandering around N.14.I
- j Nonverbal communication N.14.J
- k Barriers to communication N.14.K
- l Improving communication effectiveness N.14.L

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

16 Organizational theory N.16

- a Organizing as a management function N.16.A
- 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

17 Historical aspects N.17

- 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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International Management and Contemporary Issues 0

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
 - 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
 - e Labor savings 0.2.E
-

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
-

4 Global environment 0.4

- 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 business 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
 - f Employees donating their time and talents 0.5.F
 - g Investments and support causes 0.5.G
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6 Ethics 0.6

- a Laws and values as determinants of ethical behavior 0.6.A
 - b Alternative views of ethics 0.6.B
 - c Cultural issues in ethical behavior 0.6.C
 - d Ethical dilemmas 0.6.D
 - e Influences on ethical decision making 0.6.E
 - f Rationalizations for unethical behavior 0.6.F
 - h Whistleblower protection 0.6.H
 - g Codes of ethical conduct 0.6.G
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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
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