4 views of ethical behaviour

**Utilitarian view** - Behaviour that would be considered ethical from this perspective delivers the greatest good to the greatest number of people.

**Individualism view** - The belief that our main commitment is to the advancement of long term self interests.

**Moral rights view** - The view that respects and protects the fundamental rights of people. Free speech, health and safety, rights protected.

**Justice view** - The belief that ethical decisions treat people impartially and fairly according to guiding rules and standards. Is the decision equitable for everyone affected

**Ethical Dilemma**

An ethical dilemma occurs when our own behaviour, or the behaviour we witness from others, conflicts with our values and beliefs. It arises when action must be taken but there is no clear ethically right option.

**Cultural Relativism v Universalism**

**Cultural Relativism** is the notion that there is no one right way to behave and that ethical behaviour is determined by its cultural context. Behaviour in cultural settings should be guided by 'when in rome, do what romans do'

**Universalism** suggests that if a behaviour is not Okay in your home environment, it shouldn't be acceptable anywhere else. Ethical standards are universal and should apply everywhere.

**Corporate Social Responsibility**

An obligation of the organisation to act in ways that serve both its own interests and the interest of its stakeholders.

**Four strategies of CSR - PADO**

**Obstructionist strategy** - Reflects mainly ecumenic priorities. Social demands lying outside the organisations perceived self interests are resisted

**Defensive strategy** - Seeks to protect the organisation by doing the minimum legally necessary to satisfy expectations. Conforms only to legal requirements and competitive market pressure.

**Accommodative strategy** - Accept their social responsibilities and satisfy economic, legal and ethical criteria.

**Proactive strategy** - Meets all criteria of social performance. Takes preventative action to avoid adverse social impacts. A leader in social initiatives.
Planning

**5 Benefits of scenario planning** - Is used for organisations to think about the environment they operate and be better prepared for shocks to their industry. Develops possible plausible scenarios.

Improves focus and flexibility - Focus knows what it does best and needs of customers. Flexibility is willing to change and adapt to shifting circumstances, looks to the future.

Improves action orientation - Helps organisations weather difficulties and stay ahead. In a state of readiness for a variety of situations.

Improves co-ordination - Creates a hierarchy of aims in which each level of work is linked together. Specific tasks add up to meaningful tasks for the organisation.

Improves time management - Allocates your time better to the most important priorities.

Improves control - Easier to exercise control by measuring performance results and taking action to improve things as necessary.

**Short range planning** - One year or less. lower management focus on short and intermediate planning.

**Long term planning** - Three or more years. Top management likely involved. All levels should understand long term goals.

**Contingency planning** - Identifying alternative courses of action that can be implemented if the original plan proves inadequate due to changing circumstances. Trigger points that indicate that an existing plan is no longer working must be preselected and monitored.

**Strategic planning** - Define long term needs and set comprehensive directions for an organisation. This involves determining objectives for the entire organisation and deciding on the actions and resource allocation to achieve them.

**Benchmarking** - A technique that makes use of external comparisons to better evaluate current performance and identify possible actions for the future. The purpose is to find out what others are doing well and implement this.

**Forecasting** - The process of making assumptions about the future. Relies on human judgement and therefor subject to error

**SMART**

- Smart
- Measurable
- Actionable
- Reasonable
- Timetabled

**Control**

**4 steps in the control process**