

# MARKETS : MECHANISMS FOR CREATING GOOD AND EXERCISING CHRISTIAN RESPONSIBILITY pdf

## 1: What does the Bible say about a Christian's responsibility?

*Economics in Christian Perspective Markets: Mechanisms for Creating Good and Exercising Christian Responsibility 3. Public Finance: The Role of Government in the.*

Technical and managerial competence of civil servants is an obvious factor of good governance. This may be less of a constraint than it used to be, as access to education has improved, but rapid changes require ongoing development of skills. Organisational Capacity Good governance has to be built on the quality of organisations so that development is based on this rather than simply relying only on political will, personal will of a strong leader and state power, which may not be sustainable over the longer term. Having skilled staff is not sufficient if the government organisations do not have the capacity to make good use of these skills. Capacity of government organisations is a key factor in the provision of many important services to businesses and the public, and in creating conditions for economic progress and social cohesion. The organisational structure and management systems of government have been reformed in many OECD countries. The problem was often seen as excessive centralisation, inflexibility and lack of efficiency. The key response to this has been to provide managers and staff with more autonomy in operational issues in return for more accountability for performance. In other countries the problem may be a lack of regularity and discipline in the administration, often with associated corruption. In such situations the response typically will need to focus on strengthening the basic management systems of government, involving to a certain extent increased bureaucratisation. Reliability, Predictability and the Rule of Law The rule of law refers to the institutional process of setting, interpreting and implementing laws and other regulations. It means that decisions taken by government must be founded in law and that private firms and individuals are protected from arbitrary decisions. Reliability requires governance that is free from distortionary incentives - through corruption, nepotism, patronage or capture by narrow private interest groups; guarantees property and personal rights; and achieves some sort of social stability. This provides a degree of reliability and predictability that is essential for firms and individuals to take good decisions. Reliability and predictability do not mean that the more specific the regulations are the better. Excessive specification can lead to rigidities and risk of selective application of regulations. Interpretation and effective implementation of individual regulations requires a degree of discretion. This discretion can be counterbalanced by administrative procedure legislation and external reviews of decisions appeal mechanisms, judicial review, ombudsmen etc. Reliability and predictability require certain degree of political stability. Governments need to be able to make credible commitments and persuade the private sector that decisions will not ultimately be reversed due to political uncertainty. While this is not necessarily related to a particular political system in the short term, over the longer term democracy enhances stability by giving a voice to citizens to express their preferences through an open competition. Accountability Accountability can be both an end in itself -- representing democratic values -- and a means towards the development of more efficient and effective organisations. Politicians and public servants are given enormous power through the laws and regulations they implement, resources they control and the organisations they manage. Accountability is a key way to ensure that this power is used appropriately and in accordance with the public interest. Accountability requires clarity about who is accountable to whom for what and that civil servants, organisations and politicians are held accountable for their decisions and performance. Accountability can be strengthened through formal reporting requirements and external scrutiny such as an independent Audit Office, Ombudsmen, etc. Democratic accountability, as represented by accountability of ministers to parliament and the parliament to voters, can be seen as objective in itself, but it also strengthens accountability in general. Many OECD countries are strengthening accountability through more focus on accountability for performance as opposed to limiting accountability to regularity of decisions. Transparency and Open Information Systems Transparency is an important aspect of good governance, and transparent decision making is critical for the private sector to make sound decisions and investments.

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Accountability and the rule of law require openness and good information so higher levels of administration, external reviewers and the general public can verify performance and compliance to law. Governments have access to a vast amount of important information. Dissemination of this information through transparency and open information systems can provide specific information that firms and individuals need to have to be able to make good decisions. Capital markets depend for example on information openness. Participation Participation can involve consultation in the development of policies and decision-making, elections and other democratic processes. Participation gives governments access to important information about the needs and priorities of individuals, communities and private businesses. Governments that involve the public, will be in a better position to make good decisions, and decisions will enjoy more support once taken. While there may not be direct links between democracy and every aspect of good governance, clearly accountability, transparency and participation are reinforced by democracy, and themselves are factors in support of democratic quality. Relations Between Different Aspects of Good Governance There are complex relations between the different aspects of good governance. In many ways some factors can be seen as preconditions of others e. But there are also important effects in the other direction e.

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## 2: Interview with Finance Minister Olaf Scholz - SPIEGEL ONLINE

*Preface 1 Christian Faith in Relationship to Economic Activity: Framing the Issues 2 Markets: Mechanisms for Creating Good and Exercising Christian Responsibility 3 Public Finance: The Role of Government in the Provision of Goods and Services 4 Savior or Leviathan?*

Journey maps combine two powerful instruments—storytelling and visualization—in order to help teams understand and address customer needs. While maps take a wide variety of forms depending on context and business goals, certain elements are generally included, and there are underlying guidelines to follow that help them be the most successful. What Is a Customer Journey Map? In its most basic form, journey mapping starts by compiling a series of user goals and actions into a timeline skeleton. Next, the skeleton is fleshed out with user thoughts and emotions in order to create a narrative. Finally, that narrative is condensed into a visualization used to communicate insights that will inform design processes. Journey mapping combines two powerful instruments: Storytelling and visualization are essential facets of journey mapping because they are effective mechanisms for conveying information in a way that is memorable, concise and that creates a shared vision. This shared vision is a critical aim of journey mapping, because without it, agreement on how to improve customer experience would never take place. See below for diagram annotations. The heart of the map is the visualized experience, usually aligned across 3 chunkable phases of the journey. The 4 actions, 5 thoughts, and 6 emotional experience of the user has throughout the journey can be supplemented with quotes or videos from research. The output should vary based on the business goal the map supports, but it could describe the insights and pain points discovered, and the 7 opportunities to focus on going forward, as well as 8 internal ownership. Journey maps should always be created to support a known business goal. Maps that do not align to a business goal will not result in applicable insight. Some potential business goals that journey mapping could be applied toward are listed below. If an organization lets internal processes and systems drive decisions that affect customer experience, a journey map could help turn the culture of that organization by refocusing on the thoughts, actions and emotions of customers. Journey mapping sheds light on real human experiences that often organizations know very little about. Break down silos to create one shared, organization-wide vision. Because journey maps create a vision of the entire customer journey, they become a tool for creating cross-department conversation and collaboration. Assign ownership of key touchpoints to internal departments. Often, areas of inconsistencies and glitches in customer journeys exist simply because no internal team has been tasked with ownership of that element. Journey maps can create clarity around alignment of departments or groups with different stages or key touchpoints in the journey that need addressing. Journey maps can help teams focus in on specific personas or customers, whether that means understanding differences or similarities across the journeys of multiple personas, prioritizing a high-value persona or exploring ways to target a new type of customer. If you are aware through analytics or other quantitative data that something specific is happening—maybe online sales are plateauing or an online tool is being underutilized—journey mapping can help you find out why. Key Elements of Customer Journey Maps While journey maps can and should take a wide variety of forms, certain elements are generally included: Who is this journey map about? For example, a university might choose either students or faculty members, both of which would result in very different journeys. As a guideline, when creating a basic journey map, use one point of view per map in order to provide a strong, clear narrative. Next, determine the specific experience to map. Journey maps are best for scenarios that describe a sequence of events, such as purchasing behavior or taking a trip. Actions, mindsets, and emotions. These data points should be based on qualitative research, such as field studies, contextual inquiry, and diary studies. The granularity of representation can vary based on the purpose of the map. Is the purpose to evaluate or design an entire, broad purchasing cycle or a contained system? The map should align touchpoints times when the actor in the map actually interacts with the company and channels methods of communication or service delivery, such as the website or physical store

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with user goals and actions. These elements deserve a special emphasis because they are often where brand inconsistencies and disconnected experiences are uncovered. The entire point of the journey-mapping process is to uncover gaps in the user experience which are particularly common in omnichannel journeys , and then take action to optimize the experience. Insights and ownership are critical elements that are often overlooked. Any insights that emerge from journey mapping should be explicitly listed. Without ownership, no one has responsibility or empowerment to change anything. Even with all the above critical elements included, two journey maps could look completely different, yet both be perfectly suitable for the context in which they were designed. Tradeoffs in scope, focus, and breadth vs. To make informed decisions on those tradeoffs, consider the following: What level of detail is needed in order to tell the complete story? What elements such as device, channel, encountered content are also necessary in order to provide the most truthful narrative? Is the purpose of this journey map to diagnose issues with a current experience or to design a new experience? Who will be using this journey map? Journey mapping should be a collaborative process informed by well-defined goals, and built from research. It requires hard work to keep the process on the right track and to build the buy-in needed to evangelize the insights it provides. Below are some tips for making sure that the process starts and stays in the right direction: First, identify the business goal that the journey map will support. Make sure there are clear answers to these basic key questions before you begin the process: What business goal does this journey map support? Who will use it? Who is it about and what experience does it address? How will it be shared? Base it on truth. Journey maps should result in truthful narratives, not fairy tales. This is a qualitative-research process. The activity of journey mapping not the output itself is often the most valuable part of the process, so involve others. Pull back the curtain and invite stakeholders from various groups to be a part of compiling the data and building the map. The temptation to create an aesthetic graphic or jump to design can lead to beautiful yet flawed journey maps. Make sure the synthesis of your data is complete and well-understood before moving to creating the visual. Engage others with the end product. Make it a living interactive document that people can be a part of. Bring up your story in meetings and conversations to promote a narrative that others believe in and begin to reference. One idea is to create a journey-mapping showroom where anyone not on the direct team can come experience the process and resulting artifacts.

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### 3: Corporate Social Responsibility - Global Environmental Health in the 21st Century - NCBI Bookshelf

*What Is Involved In Christian Responsibility? A true Christian is a Christ-like person in words, thoughts and actions. He denies himself for the sake of Jesus. Jesus said, "If anyone desires to come after Me, let him deny himself, and take up his cross daily, and follow Me." (Luke ) The Christian works in a life changing way by bringing every thought into subjection or captivity to Christ.*

Just before World War II, German industrialist Walter Rathenau claimed that business corporations had become very large and that they had grown to be a significant part of the society. Further, philosophers John Dewey and James H. Tufts, in their book *Ethics*, raised the concept that it is not sufficient to view companies as purely economic machines and that companies should be involved in public duty as well. Council on International Business. According to Kennedy, there is no solid definition of CSR; however, it is not a replacement for the governmental role and responsibility in meeting challenges of sustainable development. Sustainable development within business promotion is expanding rapidly in several directions. Some interpret corporate responsibility to mean what companies should do above the call of law; others think it should be legally mandated at the national or international level; others, again, take the position that it is already here and we are already doing it, said Kennedy. The scope of corporate responsibility varies country by country, region by region, interest group by interest group. At a minimum, it includes environmental issues but it also takes on social, ethical, governance, health, and other issues. Potentially, it is a very broad concept to cover, and it is a challenge for the business community. Millennium Development Goals As a follow-up from the world summit on sustainable development in Johannesburg in , the United Nations developed Millennium Development Goals MDGs with the implications for corporate responsibility, environmental, and health issues. One hundred ninety-one UN member states endorsed the Millennium Declaration. There are 18 MDGs grouped around eight goals, most of them having 15-20 objectives. The main notion of MDGs is that it is not just governments, but also other interest groups in society that are expected now to carry out the commitments. It is clear in the international arena that companies are increasingly expected and, in some cases, required to take on roles and responsibilities that are traditionally those of governments. What happens internationally matters to companies in the United States. Finally, under the heading of a global partnership for development, there are two points: Another CSR incentive called the World Summit on Sustainable Development focuses on implementation and execution that is synchronous with the finance and trade negotiations of Monterey and Doha. According to the WTO, the November declaration of the Fourth Ministerial Conference in Doha, Qatar, provides the mandate for negotiations on a range of subjects, and other work including issues concerning the implementation of the present agreements WTO, At the Summit on Financing for Development in Monterey, Mexico, delegates from participating nations pledged new resources for development and to adopt the policies needed to ensure that these resources are well used. In Monterey, President Bush underscored the link between good governance, good policies, and human well-being when he put forward his concept of the millennium challenge account, noted Kennedy. This new type of assistance will go only to developing nations that are governed wisely and fairly, are strongly committed to investing in health and education, and that follow sound economic policies that encourage entrepreneurs and spur growth. Therefore businesses now have the opportunity to be more engaged in UN discussions and bring forward business experts and practitioners who are involved in partnerships, noted Kennedy. It is also a challenge to businesses how to measure and report business performance in corporate responsibility and other areas where they have been active as members of the business community. The World Summit on Sustainable Development work program refers to corporate responsibility in the following four places: The OECD has a very distinctive way, a consensus-based way, of promoting better governments' governance among its member countries. A consensus development at the OECD is based on soft law instruments, meaning nonbinding statements of values and principles. To make these soft law instruments meaningful, OECD

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engages in consensus-based peer reviews about how these values and principles are implemented in different national policy contexts. The instruments provide guidance for both government and corporate responsibilities in the investment area. On the government responsibility side, the instruments express the core investment values of transparency, nondiscrimination between foreign and domestic investors, and investment protection. It is a comprehensive code of conduct that covers such areas as environmental management, human rights, anticorruption, and supply chain management. The OECD guidelines implementation procedures involve a distinctive and unique combination of voluntary and binding elements. Observance by business of the guidelines is voluntary, but the OECD governments assign a binding commitment to promote the principles of the guidelines among multinational enterprises operating in, or from, their territories. At a minimum, corporate social responsibility includes environmental issues, but it also takes on social, ethical, governance, health, and other issues. Businesses have to keep up with the new initiatives on a wide range of fronts such as voluntary, regulatory, stakeholders, partnerships, and others. Credible and meaningful indicators of how companies are contributing to the quality of life and how they are implementing corporate responsibility can be challenging, said Kennedy. These challenges are occurring at the same time the concept of corporate responsibility is evolving in several different directions. She noted that one single approach or definition is not going to meet the various needs; given the number of contexts in which businesses work, it is appropriate and healthy to have different approaches. Businesses need to watch very carefully the codes of conduct and guidelines of the MDGs and the World Summit for Sustainable Development, to come forward to talk about what has to be done and how it is going to be delivered, and to continue to argue for the enabling frameworks for corporate responsibility at the international level, noted Kennedy. Some discussion participants noted that CSR functions effectively when there is committed leadership in corporations. They noted that corporate leaders need to transform into leaders who will move corporate responsibility efforts forward. Business schools, where those leaders are educated, are in a position to influence the transformation. Additionally, society, shareholders, and employees need to become more vocal about what they are expecting from business leadership, thus becoming a determining factor about what corporations are focusing on and what their objectives are, noted some participants. Many people in society at large, and especially the business community, do not believe that CSR is a good idea. For example, Orts noted that Milton Friedman is famous for saying that we should not have CSR because the constraints should be given by the government, so a company should maximize profits as much as it can, and the law should provide it with constraint. Friedman, The proponents of this view of CSR dispute that there is a tension between economic arguments about the need for businesses, especially public corporations, to focus on the bottom line, namely, shareholder value. On the other hand, there are ethical arguments, and every particular company needs to identify its ethical obligations that are either going to be constraining or a part of its definition as a business. Orts noted that the American Law Institute in its principles of corporate governance suggested that the primary objective of a company is to make profits for shareholders, but it still has to follow the law even if it is not cost effective. American Law Institute, According to Orts, Stanford University professor David Baron clarified the ethical argument for social responsibility by distinguishing between what he called CSR and corporate social performance. Strategic CSR or mere corporate social performance involves actions that appear to be motivated by higher social purposes and are, in fact, motivated by profits, noted Orts. Many companies today realize that they are responsible for the future of the world, and they no longer accept the maxim that the business of business is business only, noted Orts. Their new premise is: Corporations are the dominant institutions on the planet today; therefore they have to help address social environmental issues that affect humankind. This premise is increasingly becoming the ethically driven view of many large multinational companies. According to Orts, corporations are citizens of a global society and therefore owe a duty to participate in that general society. Corporations are the dominant institutions on the planet today. Therefore, they have to help address social environmental issues that affect humankind. Global problems such as global climate change, ozone layer depletion, biodiversity loss, depletion of fisheries and forests, hazardous waste, transportation disposal,

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migrating microbes, and invasive species, as well as local air and water pollution are global issues, and have a health component. Often it is not possible for individual governments to address them. Legal Reform Strategies to Enhance Corporate Social Responsibility We live in a very complex society in which the government is not going to be able to answer all the questions about what the standard rules are. Therefore, companies have to take a bigger role in this process and establish creative legal strategies, so called reflexive law, that go beyond the command-and-control approach, asserted Orts. Informational regulation in the form of mandatory disclosure of information similar to the toxic release inventory could also be used to enhance CSR. Environmental contracts are among other strategies that may help improve CSR. The idea of environmental contracts is that companies can have partnerships and work independently with NGOs or with other governments on specific issues. Laws could be passed to help promote this strategy. If a company made a contract about a specific issue, it might create more progressive and creative solutions to these problems than if it relied solely on the Environmental Protection Agency or the U. Corporations may chose to be socially responsible and get involved in addressing certain social or health issues with precision and competence. However, these choices have to be made without losing sight of the fact that the primary interest for a company is an economic one, concluded Orts. Globalization increased movement of people, goods, ideas, and corporate activity across borders. In a globalized marketplace, the underlying premise is that organizations should behave with equal respect to people and the environment wherever they are. Advances in telecommunications e. Because governments do not have the ability to fully address environmental and social problems on their own particularly in developing countries , the idea that corporations should take on some of this responsibility has gained currency. In effect, CSR is largely a response to state incapacity, stated Webb. The result is growing expectation that firms should be economically, environmentally, and socially responsible wherever they operate, even if government regulations are inadequate or poorly enforced. These expectations apply to small, medium-size, and large firms, and all sectors: Efforts by many organizations are underway to develop flexible, practical, standardized CSR approaches for a global economy. Individual governments such as the United Kingdom are taking lead roles, as well. Other initiatives include investment, standards, industry, and those that are NGO-driven or faith-based. Although the initiatives indicate considerable engagement on this issue of CSR, there is considerable variability from one to the other in terms of the actual content, scope, comprehensiveness, interoperability, and take-up, said Webb As a result, even efforts made in good faith may suffer in the confusing abundance of initiatives. The lack of standardization can discourage business from good behavior and it can also discourage consumers, investors, and governments from rewarding good behavior. Competing initiatives can slow down the momentum of the CSR movement, cautioned Webb. Corporate Social Responsibility Initiatives and Law Even though laws and international conventions have limitations, they will remain the foundation for environmental and social protections in our society, said Webb. In part, as a response to these limitations, the private sector and NGOs have developed CSR-oriented voluntary codes and standards as supplements. For optimal effectiveness, governments need to stimulate and structure these various initiatives. There are strengths and limitations to laws. The strengths are that command-and-control regulatory approaches articulate societal positions on important issues and are the products of democratically elected legislatures in democratic countries. The laws are enforced by specialized government agencies and backed up by the courts. Command-and-control approaches have made considerable progress in improving the lives of people around the world. However, they have expensive, protracted development and enforcement processes, as well as jurisdictional constraints on subject matter, approach, and scope, noted Webb. Developing countries are particularly vulnerable to inconsistent and inadequate implementation and enforcement, in large part because of the inadequate budgets in place to fund such activities. This tendency can impede the development of optimal solutions to particular public policy problems, said Webb. Further, with technologies moving so quickly, the law system is frequently put in a situation where it is one or two steps behind, no matter how hard governments try to stay on top of issues, said Webb. If limitations at the domestic level are challenging, they are considerably more problematic at the

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international level. Even though international laws have contributed to a lot of progress and provide the international regime of human rights, environmental protection, worker protection, and commercial activity, issues such as national sovereignty and the reluctance of states to agree to participate in, ratify, or implement international laws, slows down greatly the effectiveness of international laws to address social and environmental problems. Also, the divide between developing and developed countries is a particularly intransigent challenge for the international community because there is very little enforcement capacity at the international level and within developing countries, said Webb. There are many possible ways to address the aforesaid issues and challenges. The International Organization for Standardization ISO "a nongovernmental body, although governments and private sector and others participate in it" generated the ISO series of standards, in particular, , an environmental management standard. The ISO approach is intended to supplement legal regimes. It does not work as well when there is no effective legal regime because a management system works optimally in conjunction with a set of legislative or regulatory obligations, said Webb.

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## 4: Free market - Wikipedia

*He exposed the difficulty of exercising "social responsibility" via political mechanisms, and championed the market's ability to create value for the shareholder and society alike.*

Minister, have you complained to the chancellor yet? Angela Merkel recently responded to the proposals from French President Emmanuel Macron on reforming the eurozone, even though you are responsible for currency policy. Did you let the chancellor steal the show? Merkel and I developed the plans together over the past weeks. Now it is important to make progress in the negotiations. Ultimately, we in Europe need not only the approval of France, but of all member states. Macron spoke of a "refoundation of Europe," while Merkel merely listed numerous regulatory adjustments. Unlike France, Germany is not a presidential democracy in which the president simply makes a decree. For this reason, there cannot be just a single answer. We need to thoroughly expound on our position in interviews, talks and texts. Ultimately, this is about something important: By the middle of this century, about 10 billion people will live on the planet. If we want the voices of million Europeans to still be heard, it will only be possible as part of the choir of the European Union. Putin, Erdogan and Trump present challenges to which no nation state can answer on their own - only a united Europe can. Many Europeans have the impression that Brussels is already meddling in too many areas of daily life. Are you in favor of transferring even more power to Europe? People are angry about this. Europe needs more flexibility to take action, especially in the areas that are crucial today - the protection of our external borders, immigration. Many Germans again have the impression that Paris again wants to get its hands on our money. Firstly, Macron has always emphasized that every country must first do its homework. Secondly, he is currently implementing exactly the kinds of reforms in France that have long been lacking there. And thirdly, he also points to the special role of Germany in Europe, a role, by the way, that will become more important with Brexit. What do you mean? I understand that I may repeal my consent at any time. When the United Kingdom leaves the EU next year, the relative influence of Germany in the block will grow. Germany is the most populous, most economically powerful country in the EU and is located in the middle of the Continent. This implies a special responsibility. What follows from that? A special responsibility to Europe. German politics has a duty to ensure effective cooperation on our continent, to ensure understanding, compromise and good solutions. In recent years, the widely spread view has been a different one. The European Union is a comparatively recent entity. For this reason, Germany should push forward projects to continue strengthening solidarity in Europe. That sounds like additional cash flow from north to south. In social policy, the principle of self-responsibility applies first and foremost. Every eurozone member state should have functioning unemployment protection, a social safety net and appropriate minimum wages. Europe needs to tackle the issue of wage dumping and tax dumping in a determined manner. We also need instruments that can strengthen economic convergence. Could you be a bit more specific? A country in the midst of an economic crisis that is resulting in significant job losses and placing a heavy burden on its social-security system could borrow from this joint reinsurance fund. Once the recession is over, the country would pay back the funds it borrowed. At the same time, all countries should make efforts that their safety nets are as prepared for crisis as possible. And Germany bears the risk. The financial stability of the overall system will instead be strengthened, without disadvantages for the German unemployment insurance system. There, individual states fund unemployment insurance, but pay into a federal fund. In times of crisis, they can borrow money from it to better share the burden - without running into problems. We were able to save so many jobs by way of our reduced-hours compensation program because we could access the reserves of the Federal Employment Agency, which we had set aside in good times. In my view, we need further solidarity-based elements in the eurozone. Specifically, we should finally get around to implementing the financial transaction tax. Generations of finance ministers have tripped over that issue. We should take the French president at his word. Macron has raised the prospect that revenues from a tax of this type on all kinds of stock market transactions should flow

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into the EU budget if it is imposed in all countries. Brussels could, for example, use those revenues to finance development work. Thus far, most countries in Europe have vehemently resisted the idea of allowing the EU to generate its own tax revenues. Do you want to break this taboo? In Germany, we have long been profiting from a federal tax system in which the federal government and the states decide on the arrangement together. A European financial transaction tax could be a first step to a similar process in Europe. It seems unlikely that you would find a majority in the eurozone for such a proposal. The timing is good for a project like this. We are also discussing the creation of an additional fund for investments. As such, it makes sense in this context to consider whether funding for these efforts should be collected at the European level. How much money do you think can be brought in by such a tax? For all of Europe, it could add up to between 5 and 7 billion euros. That is not enough on its own to cover the financial requirements, but it is a substantial contribution. You could then add revenues from the planned EU digital tax, which would bring in an additional 5 billion euros. Through their use of these services and the relinquishing of their data, the citizens of Germany and other EU member states contribute to the immense profitability of these internet giants. It is right and proper to think about how the money these companies earn in the EU should be taxed. In this way, Apple, Facebook and co.

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### 5: The Church's Social Responsibility: National Commissions of the Assembly of Confessing Congregations

*A person's character, not gender, race, ethnicity or any other factor, is what matters.*

But you have a lot more control than you might think. Stress management is all about taking charge: No matter how stressful your life seems, there are steps you can take to relieve the pressure and regain control. Why is it so important to manage stress? Stress wreaks havoc on your emotional equilibrium, as well as your physical health. It narrows your ability to think clearly, function effectively, and enjoy life. Effective stress management, on the other hand, helps you break the hold stress has on your life, so you can be happier, healthier, and more productive. The ultimate goal is a balanced life, with time for work, relationships, relaxation, and fun—and the resilience to hold up under pressure and meet challenges head on. But stress management is not one-size-fits-all. The following stress management tips can help you do that. Identify the sources of stress in your life Stress management starts with identifying the sources of stress in your life. To identify your true sources of stress, look closely at your habits, attitude, and excuses: Do you blame your stress on other people or outside events, or view it as entirely normal and unexceptional? Until you accept responsibility for the role you play in creating or maintaining it, your stress level will remain outside your control. Start a stress journal A stress journal can help you identify the regular stressors in your life and the way you deal with them. Each time you feel stressed, keep track of it in your journal. As you keep a daily log, you will begin to see patterns and common themes. When handling such predictable stressors, you can either change the situation or change your reaction. Learn how to say "no. Whether in your personal or professional life, taking on more than you can handle is a surefire recipe for stress. Distinguish between the "shoulds" and the "musts" and, when possible, say "no" to taking on too much. Avoid people who stress you out. If someone consistently causes stress in your life, limit the amount of time you spend with that person, or end the relationship. Take control of your environment. If the evening news makes you anxious, turn off the TV. If traffic makes you tense, take a longer but less-traveled route. If going to the market is an unpleasant chore do your grocery shopping online. Pare down your to-do list. Analyze your schedule, responsibilities, and daily tasks. Often, this involves changing the way you communicate and operate in your daily life. Express your feelings instead of bottling them up. If something or someone is bothering you, be more assertive and communicate your concerns in an open and respectful way. Be willing to compromise. When you ask someone to change their behavior, be willing to do the same. Create a balanced schedule. All work and no play is a recipe for burnout. Try to find a balance between work and family life, social activities and solitary pursuits, daily responsibilities and downtime. You can adapt to stressful situations and regain your sense of control by changing your expectations and attitude. Try to view stressful situations from a more positive perspective. Rather than fuming about a traffic jam, look at it as an opportunity to pause and regroup, listen to your favorite radio station, or enjoy some alone time. Look at the big picture. Take perspective of the stressful situation. Ask yourself how important it will be in the long run. Will it matter in a month? Is it really worth getting upset over? If the answer is no, focus your time and energy elsewhere. Perfectionism is a major source of avoidable stress. Stop setting yourself up for failure by demanding perfection. When stress is getting you down, take a moment to reflect on all the things you appreciate in your life, including your own positive qualities and gifts. This simple strategy can help you keep things in perspective. In such cases, the best way to cope with stress is to accept things as they are. Many things in life are beyond our control—particularly the behavior of other people. Rather than stressing out over them, focus on the things you can control such as the way you choose to react to problems. Look for the upside. When facing major challenges, try to look at them as opportunities for personal growth. If your own poor choices contributed to a stressful situation, reflect on them and learn from your mistakes. Accept the fact that we live in an imperfect world and that people make mistakes. Let go of anger and resentments. Free yourself from negative energy by forgiving and moving on. Talk to a trusted friend or make an appointment with a therapist. Exercise releases endorphins that make you

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feel good, and it can also serve as a valuable distraction from your daily worries. Even very small activities can add up over the course of a day. The first step is to get yourself up and moving. Here are some easy ways to incorporate exercise into your daily schedule: Put on some music and dance around Take your dog for a walk Walk or cycle to the grocery store Use the stairs at home or work rather than an elevator Park your car in the farthest spot in the lot and walk the rest of the way Pair up with an exercise partner and encourage each other as you work out Play ping-pong or an activity-based video game with your kids The stress-busting magic of mindful rhythmic exercise While just about any form of physical activity can help burn away tension and stress, rhythmic activities are especially effective. Focus on coordinating your breathing with your movements, for example, or notice how the air or sunlight feels on your skin. Adding this mindfulness element will help you break out of the cycle of negative thoughts that often accompanies overwhelming stress. Connect to others There is nothing more calming than spending quality time with another human being who makes you feel safe and understood. So make it a point to connect regularly—and in person—with family and friends. They simply need to be good listeners. And try not to let worries about looking weak or being a burden keep you from opening up. The people who care about you will be flattered by your trust. It will only strengthen your bond. Tips for building relationships Reach out to a colleague at work Help someone else by volunteering Have lunch or coffee with a friend Ask a loved one to check in with you regularly Accompany someone to the movies or a concert Call or email an old friend Go for a walk with a workout buddy Schedule a weekly dinner date Meet new people by taking a class or joining a club Confide in a clergy member, teacher, or sports coach Tip 5: Nurturing yourself is a necessity, not a luxury. Set aside leisure time. Include rest and relaxation in your daily schedule. This is your time to take a break from all responsibilities and recharge your batteries. Do something you enjoy every day. Make time for leisure activities that bring you joy, whether it be stargazing, playing the piano, or working on your bike. Keep your sense of humor. This includes the ability to laugh at yourself. The act of laughing helps your body fight stress in a number of ways. Ways to Relieve Stress Take up a relaxation practice. As you learn and practice these techniques, your stress levels will decrease and your mind and body will become calm and centered. Manage your time better Poor time management can cause a lot of stress. Stress and Your Health: Avoid scheduling things back-to-back or trying to fit too much into one day. All too often, we underestimate how long things will take. Make a list of tasks you have to do, and tackle them in order of importance. Do the high-priority items first. If you have something particularly unpleasant or stressful to do, get it over with early. The rest of your day will be more pleasant as a result. Break projects into small steps. If a large project seems overwhelming, make a step-by-step plan. Focus on one manageable step at a time, rather than taking on everything at once. If other people can take care of the task, why not let them? Let go of the desire to control or oversee every little step. Maintain balance with a healthy lifestyle In addition to regular exercise, there are other healthy lifestyle choices that can increase your resistance to stress.

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### 6: How Good Are Your Motivation Skills? - from [www.enganchecubano.com](http://www.enganchecubano.com)

*The Bible teaches us that our responsibility as believers is to work uncompromisingly as the Lord has gifted us and leads us in this life. We must fully understand that until the Lord returns there are souls to reach and ministries of every sort to be performed.*

Comment Oh dear! As you answered the questions, you probably had some insight into areas where the motivational practices you use could use a pick-me-up. The following is a quick summary of the main areas of motivation that were explored in the quiz, and a guide to the specific tools you can use for each. Providing Productive and Challenging Work Questions 1, 4, 15 Your score is 0 out of 0 The first step in building a highly motivated team is providing interesting work, which is well organized to meet the needs and desires of team members. No matter how self-motivated a person is, how challenging the goals he or she sets, or how wonderful the rewards, if the work is badly designed, it will be hard to motivate people and work will be less than ideal. Effective motivators understand that work design has a strong impact on performance. The more variety, challenge and autonomy there is to a job, the more intrinsically satisfying it will be. Our article on Job Enrichment details how to set up meaningful work assignments. Other articles of interest include Pygmalion Motivation , which addresses the impact that your work assignments have on conscious and unconscious motivators, and Dealing with Poor Performance , which outlines steps that you can take to ensure you have a good fit between the person and the job. Managing the goal setting process is essential for creating a highly motivating environment. The effectiveness of goal setting in motivation is a well-recognized fact, and by making goals specific, consistent, and appropriately challenging, you can set goals that are powerfully motivating. Specific goals are measurable, unambiguous and behavior-changing. They outline exactly what needs to be accomplished, and when it will be considered as "achieved. If goals are inconsistent, the resulting confusion and incompatibility would like cause the person to do nothing rather than work in different directions. Finally, challenge is important, due to the observation that we get what we expect. Up to a point , the more you expect from someone, the harder they will generally work. This has been shown time and again, and is explained by the idea of Expectancy Theory: With those two linkages established, people are motivated to work hard to achieve a positive outcome. Think carefully about the goals you set, and make sure you adapt them to circumstances in a reasonable way. Understanding Individual Differences in Motivation Questions 5, 9, 10, 11 Your score is 0 out of 0 Motivational techniques should bring out the best in people. Abraham Maslow and Frederick Herzberg are two famous motivation theorists who established that even if these sorts of things are not necessarily motivating in themselves, they have to be present in order to even think about enhancing motivation. However, the assumption in most modern workplaces is that these lower order, "hygiene" factors are being met, and that people are seeking the things that provide real motivation. These are things like challenging work, control, growth opportunities, and recognition for a job well done. To decide which motivating factors to provide you need to look at the individual employees. Some will be motivated by more time off, while others may prefer to gain status and recognition in the company. Understanding these individual needs is mandatory for building a motivating workplace, and is why question 11 above is a "trick question":

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### 7: Stress Management: Using Self-Help Techniques for Dealing with Stress

*Plastic sugar being sold in Bengaluru markets, creating panic among the residents who are now exercising caution while buying the commodity. India Live Map - [www.enganchecubano.com](http://www.enganchecubano.com) map brings top Breaking headlines on Politics and Current Affairs in India on live map.*

As this statement clearly says, Christians have a responsibility towards society which is fundamental to the life and mission of the Church. Therefore it is important to give careful consideration to the nature of this responsibility to ensure that it is exercised in accordance with the Gospel of Jesus Christ. Basis of Union, Section 3 The Uniting Church acknowledges that its faith and obedience are regulated by the Scriptures which are unique prophetic and apostolic testimony. The biblical witness not only gives a rationale for engaging socially and doing justice Micah 6: Christian social policies of the Uniting Church must be in accord with evangelical, reformed and orthodox teaching concerning social relationships as attested in Scripture. We oppose attitudes and policies which fail to respect the biblical understanding of the nature and dignity of people, whether they are general social attitudes, government policies concerning, for example, mandatory detention of asylum seekers, or policies of the church concerning sexuality. The nature of Christian social responsibility has been well spoken of in these terms: His life of sacrificial service is the pattern for Christian discipleship. In his life and through his death Jesus modelled identification with the poor and inclusion of the other. On the cross God shows us how seriously he takes justice, reconciling both rich and poor to himself as he meets the demands of his justice. We serve by the power of the risen Lord through the Spirit as we journey with the poor, finding our hope in the subjection of all things under Christ and the final defeat of evil. We confess that all too often we have failed to live a life worthy of this gospel. But nor should the church be so focussed on the future that we become unconcerned about the present. The church is to live and witness as a sign and foretaste of the Kingdom of God. Life in the Spirit and the Christian calling to serve God means sharing in the vision of the reconciliation of all things. Christians serve Christ through a ministry to the world but the church cannot bring in the Kingdom of God, create a perfect society or replace the role of the state. This lies at the heart of the Christian understanding of human freedom and purpose. The nature of the gospel This community which is brought into being by the call of God on the basis of the grace shown in Jesus Christ and enlivened by the Holy Spirit is called to respond in faith in its own life and in relationship to the world. The church is to be a fellowship of reconciliation, engaging in prayer and worship and confessing Jesus as Lord over its own life. These two dimensions cannot exist independently of each other. Although it may be possible to begin with one rather than the other, and although they may temporarily exist separately, they are fundamentally connected. The proclamation of the Lordship of Jesus Christ has social consequences and social action has evangelistic implications. They are part of the one Gospel life of the church. It is not simply that evangelism and social involvement are to be done alongside each other. Rather, in integral mission our proclamation has social consequences as we call people to love and repentance in all areas of life. And our social involvement has evangelistic consequences as we bear witness to the transforming grace of Jesus Christ. If we ignore the world we betray the word of God which sends us out to serve the world. If we ignore the word of God we have nothing to bring to the world. Justice and justification by faith, worship and political action, the spiritual and the material, personal change and structural change belong together. As in the life of Jesus, being, doing and saying are at the heart of our integral task. It is always the responsibility of the church to witness to Jesus Christ. While holiness is often related to the life of the individual, scriptural holiness is more than personal. Individual attitudes and actions are closely related to social relationships and responsibilities. The Gospel calls for the transformation of individuals and society. The removal of war, injustice and inequality is an essential part of our social responsibility, but their absence alone is not the same as having peace, justice or equality in the fuller, biblical sense which involves the presence of God and the life and values of the Kingdom. In critiquing social attitudes, behaviours and policies which are contrary to the Gospel,

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and in advocating and supporting those values and actions which are consistent with it, there is no intention to impose on society, compel the adoption of all Christian values or seek church control of social or governmental offices. Nonetheless, the church offers the Gospel and its values to society, promotes them and does all it can in an endeavour to see the Gospel lived out in every way, and to bring glory to God. In doing this there are four dimensions of life and community which continually need to be drawn together. Without this relationship with God in Christ all attempts at developing a Christian social responsibility are well-meaning but ultimately futile. Thirdly, Christian social responsibility not only works with specific situations as they arise, it also aims at dealing with the social, structural causes of such problems. Removing the causes of human need means seeking justice in social, political and economic arenas. This may be by a direct challenge to an unjust policy or law or, as the apostle Paul did in his appeal to Philemon concerning his slave Onesimus, by an indirect call to live by Christian principles Philemon Paul does this for example in his critique of Colossian society eg Col. This necessarily involves the church in a thorough process of self-examination because cultural influences and principles which are inimical to the Gospel can be absorbed into the thinking of the church. Engaging at all four of these levels is by no means easy, but it is essential. Conclusion As Christians we are to respond to the call of the Lord Jesus Christ by living appropriately and acting responsibly in accordance with the values of the Kingdom of God. While the needs of the world provide good reason for Christian action the fundamental motivation comes from the Lord Jesus Christ who is the foundation of our life and faith. He is the one who strengthens us and who enables our action, and it is he who directs and guides our belief and behaviour. In exercising that responsibility to society which is fundamental to the mission of the church it is essential that, as far as possible, we work together in unity with Christians in other denominations and organisations, and also that we avoid those divisions which can separate the various aspects of the Gospel and integrate word and deed. However, we cannot assume that everything depends on the action of the church in the world. Christians cannot create a perfect society or bring in the Kingdom of God. The church thus exercises its social responsibility by witnessing to the redemptive work of Christ and looking forward to the consummation of all things in him.

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## 8: Promoting Good Governance

*Exercise releases endorphins that make you feel good, and it can also serve as a valuable distraction from your daily worries. While you'll get the most benefit from regularly exercising for 30 minutes or more, it's okay to build up your fitness level gradually.*

Metagovernance[ edit ] "Metagovernance" is the "governing of governing". It is important to note that there are no clearly defined settings within which metagoverning takes place, or particular persons who are responsible for it. Examples of this include the publishing of codes of conduct at the highest level of international government, [27] and media focus on specific issues [28] at the socio-cultural level.

**Collaborative governance** A collaborative governance framework uses a relationship management structure, joint performance and transformation management processes and an exit management plan as controlling mechanisms to encourage the organizations to make ethical, proactive changes for the mutual benefit of all the parties.

**Security sector governance** Security sector governance SSG is a subpart concept or framework of security governance that focuses specifically on decisions about security and their implementation within the security sector of a single state. SSG applies the principles of good governance to the security sector in question. In the case of a business or of a non-profit organization , for example, good governance relates to consistent management, cohesive policies, guidance, processes and decision-rights for a given area of responsibility, and proper oversight and accountability.

**Good governance** Good governance is an indeterminate term used in international development literature to describe various normative accounts of how public institutions ought to conduct public affairs and manage public resources. These normative accounts are often justified on the grounds that they are thought to be conducive to economic ends, such as the eradication of poverty and successful economic development. Unsurprisingly different organizations have defined governance and good governance differently to promote different normative ends. The World Bank defines governance as: An alternate definition sees governance as: Governance has been defined as the rules of the political system to solve conflicts between actors and adopt decision legality. It has also been used to describe the "proper functioning of institutions and their acceptance by the public" legitimacy. And it has been used to invoke the efficacy of government and the achievement of consensus by democratic means participation.

**Measuring governance** is inherently a controversial and somewhat political exercise. A distinction is therefore made between external assessments, peer assessments and self-assessments. Examples of external assessments are donor assessments or comparative indices produced by international non-governmental organizations. An example of a peer assessment is the African Peer Review Mechanism. One of these efforts to create an internationally comparable measure of governance and an example of an external assessment is the Worldwide Governance Indicators project, developed by members of the World Bank and the World Bank Institute. The project reports aggregate and individual indicators for more than countries for six dimensions of governance: The following domains, in the form of indicators and composite indexes, were selected to achieve the development of the WGI: The project examines to what extent governments can identify, formulate and implement effective reforms that render a society well-equipped to meet future challenges, and ensure their future viability. The OBS is a comprehensive analysis and survey that evaluates whether central governments give the public access to budget documents and provide opportunities for public participation in the budget process. While the OBS is released biannually, the IBP recently released a new OBS Tracker , which serves as an online tool for civil society, the media, and other actors to monitor in real time whether governments are releasing eight key budget documents. The Open Budget Index data are used by the Open Government Partnership , development aid agencies, and increasingly investors in the private sector as key indicators of governance, particularly fiscal transparency and management of public funds. Publishing performance reports openly on the Web in a standard, machine-readable format is good practice for all organizations whose plans and reports should be matters of public record.

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## 9: Governance - Wikipedia

*Christian Jarrett, Ph.D is the editor of the British Psychological Society's Research Digest blog and staff writer on their magazine The Psychologist. In Print: Great Myths of the Brain (Great.*

Learn the basic principals of Total Quality Management TQM and why maintaining quality is important to the target population, to funders, and to the community. Why is quality important to you? What are the basic principles of TQM? What is TQM and its relevance to your organization? How do you achieve quality performance, using TQM and other principles? How do you maintain quality performance? The Fourteen Points W. Edwards Deming, a businessman who was influential in American industry during World War II and Japanese industry afterwards developed successful management principles based on quality. His ideas are often referred to as Total Quality Management TQM , and they have led to a number of similar theories of management and numerous innovations in businesses around the world. Why is quality important for you? Exactly what does quality mean in the context of advocacy, community development, health, or human service organizations or initiatives? Responds as effectively as possible to the needs it was designed to meet Is totally consistent with the mission and philosophy of the organization or group carrying it out Is sensitive to the needs and culture of the target population Is a model of ethical behavior But why is quality important for a grass roots organization? Much of the following discussion is based on material contained in Introduction to Total Quality: Full source citation can be found under Resources. There are some basic assumptions that underlie the idea of TQM. Key elements of total quality Customer Focus: Everything an organization does should have the needs of the customer as its starting point. In your work, the "customer" is the target population or the community that will benefit from what you are offering or doing. What are the needs to which you are responding? Planning carefully, monitoring your work, and constant reevaluation and adjustment are all extremely important. Everyone in the organization must understand and adopt this point of view if the organization is truly going to have quality performance. Continual Improvement of Systems: The work of an organization must be viewed as a process that is never finished. Any program can always be improved, and must be changed as the needs of the community or the target population change. In order for quality to be achieved, everyone in an organization or business has to work together toward common goals. That means mutual support throughout the organization , not turf battles, not jealousy, not unnecessary competition. All interactions among people in the organization should be mutually helpful and aimed at achieving the best possible performance of the organization as a whole. Working in teams, rather than individually, people make better connections with their colleagues and the organization, and create better results. Teamwork removes performance pressure from the individual and usually coaxes better performance from everyone. If everyone in an organization is to be committed to quality performance, then all staff members should have the ability to contribute to its achievement. Achieving quality requires constant learning for everyone in an organization, and that learning needs to be part of the organizational culture. Not only should staff members be learning from others in the organization, but they should also be encouraged to take courses, to attend organization-sponsored trainings and workshops, to visit other organizations, etc. For grass roots and community-based organizations, this means using the best research available, as well as the experience of others, to construct an effective program or initiative. That approach is much more likely to result in success and high quality than relying only on intuition or on what seems politically correct. The founders of a Massachusetts community-based adult literacy program, with backgrounds in both developmental psychology and reading theory, based their program on the best available research in both areas. They made sure that the educational and support elements of the program fit together properly, and trained staff with that in mind. Quality is a long-term concept: It is important to note that the principles of TQM were designed for the business sector, so while some aspects are relevant to organizations concerned with advocacy, community development, health, and human services, other aspects may be contrary to the goals of those organizations.

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Some elements of TQM that would work toward quality in any environment include: Using the Deming Cycle while keeping some of the basic TQM principles in mind can help you design, deliver, refine, and maintain an effective program or initiative. Plan Conduct consumer research and use it for planning the product. The "product" here is the actual program you intend to conduct, and the "consumer research" is an examination of actual needs of the target population, the community, and others who will be affected. Thus, the "Plan" part of the cycle might include the following: Conducting a needs assessment , involving everyone concerned Deciding what the desirable outcomes are, from the perspectives of the target population, the organization, and the larger community Determining ways to reach those outcomes that are feasible, consistent with the guiding principles of the organization, inclusive respectful of all and beneficial to as many people and groups as possible , and consistent with the needs and culture of the target population Developing indicators to show when you have reached either outcomes themselves or significant points on the way to reaching those outcomes Inviting all stakeholders to participate in the development of the plan Do Produce the product. The "production" part of the process is the actual design of the program, outreach effort, treatment strategy, etc. Much of the actual work here depends not only on TQM principles teamwork, employee involvement, scientific approach, obsession with quality, and customer focus , but also on common sense and organizing principles. The following are important elements of designing an effective program: Check Check the product to make sure it was produced in accordance with the plan. Compare the details and overall shape of the program or initiative to the plan. Does it align with the needs assessment? Does it look like it will address the desired outcomes in desired ways? Was everyone involved in its development? Is it ready to go? Act Market the product. Everyone involved should understand the process that led up to this program, as well as the philosophy, concept, and workings of it Everyone involved should be committed to making every effort to bring about success. Does the program or initiative actually address the identified needs? Are these needs the same as when the original assessment was conducted? Does the program or initiative reach, or help participants reach, the desired outcomes? Were those outcomes the right ones to aim for, or do they need to be changed? Is the plan in fact feasible? Can the program or initiative be run with the time, resources, and personnel available? Is it accessible to participants? Are staff and volunteers able to do their jobs without having to work to exhaustion, or beyond reasonable expectations? Is the program or initiative accepted by the community and other organizations? Is the program or initiative consistent with the vision, mission, philosophy and guiding principles of the organization and are those still the same as when the plan was formulated? Does what actually goes on in the program or initiative -- working conditions, empowerment, relations among staff, participants, volunteers, and the community -- mirror its desired effect on the community and society? Is the program or initiative inclusive and respectful of the target population and the community? Is the program or initiative ethical? Are you skirting your own principles in any way? Are you ignoring basic principles of fairness, honesty, civility, democracy, or responsibility for your actions? Although the two are usually congruent, ethical is not always exactly the same as legal. The exercise of civil disobedience may be profoundly ethical, while being, at the same time, inarguably illegal. While the maintenance of quality is, to some extent, built into the Deming Cycle, it requires some particular commitments and action. Institutionalization of dynamism An organization needs to be dynamic, always moving and always seeking continued improvement, and to institutionalize its dynamic character. An assumption of dynamism needs to be part of the organizational culture, with everyone understanding and buying into it. Encouraging and providing support -- to staff, volunteers, and participants -- for learning. If financial resources are not available, other means of institutional support -- release time or leave time, special recognition, a library for the organization, study circles or reading groups, etc. Everyone in the organization, including administrators and Board members, should be encouraged to take advantage of learning opportunities and to model learning behavior. Listening to and carefully evaluating ideas from everyone. Encouraging openness to change and experimentation with new ideas and strategies Administrators and Board members need to model such openness by being willing to reexamine and change procedures, policies, etc.

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Staff and volunteers should be given room to try out even things that others may be skeptical about, as long as they can justify the attempt "It worked elsewhere" and "I learned about it in a course" are both reasonable justifications. If such an attempt is honestly carried out, it should be seen as a positive even if it fails: Never being complacent and always being open to the idea that the work could be done differently -- and better. Incorporating constant reevaluation, including feedback and ideas from the target population. Always being aware of the original mission, but not being afraid of change. While the mission itself may change as the community and circumstances do, it should nonetheless remain consistent with the principles and philosophy upon which the organization was founded. Long-range strategic planning To maintain quality, an organization needs to continually look at itself over and for the long term. It needs to ask some questions about its role and its future: Is it meeting an ongoing need effectively? If not, what does it need to do to become more effective? Have community needs changed? Are they likely to? If so, how can the organization regroup to meet new needs? Are there more or different things it should be doing? Does it need to expand its present activities to meet current or projected community needs? Does it need more resources, or will it in the future? What are some likely sources? An organization dedicated to empowerment, for instance, may not be consistent if its internal structure is hierarchical and authoritarian. Are its goals, vision, and philosophy still relevant to the realities of the community and in keeping with its organizational mission and guiding principles?

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