

Encyclopedia of **MANAGEMENT**



5th Edition

Edited by Marilyn M. Helms, D.B.A.

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Encyclopedia of Management, 5th ed.

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The fifth edition of the *Encyclopedia of Management* presents a completely refreshed look at the vast and continually evolving field of management. Through 303 essays, readers will encounter thousands of terms, issues, and concepts such as:

- Aggregate Planning
- Apprenticeship Programs
- Balanced Scorecard
- Benchmarking
- Coalition Building
- Ethics
- Globalization
- Hypothesis Testing
- Inventory Management
- Japanese Management
- Lean Manufacturing and Just-in-Time Production
- Management Awards
- Mission and Vision Statements
- Organization Theory
- Outsourcing and Offshoring
- Pioneers of Management
- Project Management
- Quality of Work Life
- Time-Based Competition
- Virtual Organizations
- Women and Minorities in Management
- World-Class Manufacturer
- Zero-Sum Game

The *Encyclopedia of Management's* essays offer a unique starting point for individuals seeking comprehensive information that can't be adequately conveyed through brief dictionary-like definitions. Placed into context, and enhanced by background data as well as graphics and statistics, the topics covered in this volume are of both current and enduring interest.

ADDITIONAL FEATURES

- Contents are arranged alphabetically from A to Z in one volume
- One comprehensive tiered index simplifies accessibility
- Cross-references abound to help readers locate information
- Many essays written by acclaimed experts in their fields
- "Further Reading" sections provide source suggestions for further study
- Graphs, charts, and tables
- Math formulas illustrate concepts and models

Composed by subject matter specialists and business writers, under the guidance of an expert advisory panel headed by Dr. Marilyn M. Helms of Dalton State College, *EoM* represents a substantial contribution to business and management reference. Students, scholars, and business practitioners alike will find a wealth of information in this fully revised source.

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PREFACE

The *Encyclopedia of Management, 5th Edition* is an alphabetical reference book covering a comprehensive slate of management concepts. Last published in 2000, this fully revised work represents the latest management theories and practices. Each essay has been revised and new essays have been added to reflect the current state of management. The *Encyclopedia's* essays represent an authoritative treatment of the entire field of management, encompassing all the current theories and functional areas of this vast and growing discipline. For the management student, manager, business practitioner, reference librarian, or anyone interested in a better understanding of a business management term or concept, the *Encyclopedia* should be a first-stop for general information as well as a link to other management concepts, related terms, references, and electronic databases and information sources. It is designed to be a desk reference for everyday business management needs.

Still another use of the *Encyclopedia* is in a deeper understanding of one or more key functional areas of management. By using the book as a systematic or a programmed reading of entries in selected categories or cluster areas, the reader can obtain a more thorough, in-depth understanding of key functional areas of management. By reading all the essays for the terms under each heading in the "Guide to Functional-Area Readings", individuals with a limited business background, a specialty in another management functional area, or a liberal arts education background can gain a broad, general familiarity with the entire scope of the management discipline today in one easy-to-use reference source.

The field of management is an extremely broad discipline that draws upon concepts and ideas from

the physical and social sciences, particularly mathematics, philosophy, sociology, and psychology. Within business, the field of management includes terms and ideas also common to marketing, economics, finance, insurance, transportation, accounting, computer technologies, information systems, engineering, and business law.

Management has applications in a wide variety of settings and is not limited to business domains. Management tools, as well as the art and science of management, find applications wherever any effort must be planned, organized, or controlled on a significant scale. This includes applications in government, the cultural arts, sports, the military, medicine, education, scientific research, religion, not-for-profit agencies, and in the wide variety of for-profit pursuits of service and manufacturing. Management takes appropriate advantage of technical developments in all the fields it serves.

The growth of the discipline of management has also led to specialization or compartmentalization of the field. These specialties of management make learning and study easier, but at the same time make broad understanding of management more difficult. It is particularly challenging to the entrepreneur and the small business owner to master the subject areas, yet this group is compelled to excel at all management functions to further their businesses' success. Management specialties have grown to such an extent it is difficult for any single manager to fully know what management is all about. So rapid have been the strides in recent years in such subjects as decision making, technology, the behavioral sciences, management information systems, and the like, to say nothing of proliferating legislative and governmental regulations affecting business, that constant study and education is required of all managers just to keep current on the latest trends

and techniques. Thus, managers and executives need a comprehensive management desktop reference source to keep up-to-date. Having the management essays in one comprehensive encyclopedia saves valuable research time in locating the information.

In the growing age of specialists, there is a growing lack of generalists. Typically, a business manager spends a large percentage of their career developing a great familiarity and proficiency in a specialized field, such as sales, production, procurement, or accounting. The manager develops a very specialized knowledge in this area but may develop only a peripheral knowledge of advances in other areas of management. Yet as these individuals are promoted from a specialist-type position up the organizational chart to a more administrative or generalist supervisory or leadership position, the person with newly enlarged responsibilities suddenly finds that their horizon must extend beyond the given specialty. It must now include more than just a once-superficial understanding of all aspects of managing, including purchasing, manufacturing, advertising and selling, international management, quantitative techniques, human resources management, public relations, research and development, strategic planning, and management information systems. The need for broader management understanding and comprehension continues to increase as individuals are promoted.

The *Encyclopedia of Management* has had, as its goal, to bridge this gap in understanding and to offer every executive, executive-aspirant, management consultant, and educator and student of management, both comprehensive and authoritative information on all the theories, concepts, and techniques that directly impact the job of management. Building on the solid reputation established in prior editions, this thoroughly updated reference source strives to make specialists aware of the other functional areas of the management discipline and to give the top manager or administrator who occupies the general manager position new insights into the work of the specialists whom he or she must manage or draw upon in the successful management of others. In addition, the *Encyclopedia* proposes to make all practitioners aware of the advances in management science and in the behavioral sciences. These disciplines touch upon all areas of specialization because they concern the pervasive problems of decision-making and interpersonal relations.

USER'S GUIDE AND COMPILATION

REFERENCE, PLUS A PLANNED READING PROGRAM.

The information in the *Encyclopedia* is accessible in two forms. First, through the traditional A-to-Z compilation, the reader readily has the quick answer to an

immediate question or concise background information on any aspect of the field of management. As a handy desktop reference, the information is readily accessible. Second, and of more lasting importance, as a planned reading program for in-depth pursuit of any of the functional areas of management—the reader's own M.B.A., if you will. This program is set forth in the **“Guide to Functional-Area Readings”** located at the end of the frontmatter.

CROSS-REFERENCING AND SPECIAL FEATURES. The arrangement of the essays on a strictly alphabetical basis, rather than by subject categories, makes for extremely rapid and convenient information retrieval. At the same time, the extensive cross-referencing makes it easy to pursue a major area of interest in any depth of study desired. **“See-title”** cross-references serve to guide the reader directly toward the location of essays that may be recognized by more than one commonly used term. (For example, upon turning to “E-commerce” the see-title cross-reference would direct the reader to turn to “Electronic Commerce”.)

Special features found within the essays include the following:

- **“See Also”** references, included at the end of many essays, refer the reader to further topics of closely related interest.
- **Charts, graphs, tables, and formulae** are included as illustrative examples whenever appropriate.
- **Further Reading** sections are included at the end of most entries. The bibliographic and URL citations point the reader toward a variety of suggested sources for further study and research.

INDEX. Supporting the easy-to-use, extensive system of cross-references, is a comprehensive index at the back of the *Encyclopedia*. The **Index** contains alphabetical references to the following as mentioned in the essays: important or unusual terms; names of companies, institutions, organizations, and associations; key governmental agencies; specific legislation; relevant court cases; names of prominent or historical individuals; titles of groundbreaking literature; and significant studies.

COMPREHENSIVE COVERAGE AND COMPILATION

METHOD. Every effort has been made to achieve comprehensiveness in choice and coverage of subject matter. The 303 essays frequently go far beyond mere definitions and referrals to other sources. They are in-depth treatments, discussing background, subject areas, current applications, and schools of thought. In addition, information may be provided about the kinds

of specialists who use the term in a given organization, the degree of current acceptance, and the possibilities for the future as the subject undergoes further development and refinement. Longer essays frequently provide charts, graphs, or examples to aid in understanding the topic.

All essays were written by recognized scholars, practitioners, and authorities in the field, including business management professors, other business professors, M.B.A. and doctoral research students, researchers, practitioners, reference librarians, and professional business writers. Additionally, all essays were vetted by the editor for accuracy, originality, and currency. The authors of all essays followed the editorial process specified for providing the reader

an initial overview of the topic followed by information on the variety of management problems the information can be used to solve. Thus, if the reader has little knowledge of a term, after referring to the *Encyclopedia of Management, 5th Ed.*, he or she will be in possession of the basics of the subject—objective, scope, implementation, current usage in practice, and expected future usage. With this information, the reader will then be in a position to ask the right kind of questions of specialists and technicians to make sure that the firm (or department, or unit, or agency, etc.) is taking full advantage of the opportunity the term presents.

Marilyn M. Helms
D.B.A., CFPIM, CIRM

ABOUT THE EDITOR
AND ADVISORY BOARD

At the heart of the *Encyclopedia of Management's* editorial process was the Advisory Board. The Board team included a management professor, business reference librarians, and a freelance business writer and entrepreneur. This team of scholars and specialists, in addition to their teaching, research, writing and service work, found time to devote their expertise to the *EoM*. Their work began in developing and defining the list of management topics essential for inclusion. In addition to authoring a number of essays, they also assisted in selecting other qualified writers to contribute in their areas of management expertise. A brief biography of the editor and advisory board members is presented below.

DR. MARILYN M. HELMS is the Sesquicentennial Endowed Chair and a Professor of Management at Dalton State College (DSC), Dalton, Georgia. She works closely with the area business community on research projects, seminars, and training programs. Helms teaches production and operations management classes as well as classes in quality management and entrepreneurship. She held the UC Foundation and George Lester Nation Professor of Management at the University of Tennessee at Chattanooga from 1987 to 2000 where she also directed the Institute for Women as Entrepreneurs.

Helms holds a Doctorate of Business Administration Degree from the University of Memphis (TN). She is a Certified Fellow in Production and Inventory Management (CFPIM) and a Certified Integrated Resources Manager (CIRM) of the American Production and Inventory Control Society (APICS). She also teaches certification review courses for APICS and serves as Educational Director for the local Tri-State

Chapter of APICS. Dr. Helms is a Certified Quality Manager certified by the American Society for Quality.

She has published over 200 articles in periodicals including the *Production and Inventory Management Journal*; *Transportation Quarterly*; *European Business Review*; *Journal of Information Systems Education*; *International Journal of Benchmarking for Quality Management and Technology*; *The TQM Magazine*; *Industrial Management*; *Quality Progress*; *Industrial Management*; and the *Operations Management Review*.

Dr. Helms is a frequent manuscript and book reviewer, writes business cases and authors ancillaries and study guides for production and operations management textbooks. She also writes a business column for the *Sunday Dalton Daily Citizen* newspaper. She has received grants from the U.S. Department of Education, the Coleman Foundation, and the Southern Regional Education Board to develop new curricula and outreach programs. She serves on the editorial board of several academic peer-reviewed journals.

Dr. Helms has also directed and taught study abroad programs in Tokyo, Japan; Manchester Business School and at Kings College-Kensington (London); Cairns and Sydney, Australia; Monterrey, Mexico; Dublin and Galway, Ireland; and Moscow and St. Petersburg, Russia. She was awarded the Fulbright Teaching and Research Award and taught at the University of Coimbra, Portugal from April to June 2000.

She is a member of numerous professional organizations including the Academy of Management, the Academy of Entrepreneurship, the Decision Sciences Institute, the American Society for Competitiveness, and the American Production and Inventory Control Society. Her current research interests include entrepreneurship

by women, manufacturing strategy, and supply chain management.

Helms has local and regional consulting experience and has spoken to international and national groups including the Decision Sciences Institute, the American Production and Inventory Control Society, and the Academy of Management. Her current research interests include women entrepreneurs, international competitiveness issues, corporate boards and leadership.

Dr. Helms comments on the *EoM*:

Even though the computer is always on and I can search the Internet for any topic, the most efficient way to find business management information is to start with the *EoM*. If a colleague mentions a business management term I need to be more familiar with, I consult the *EoM* and encourage my students to do the same. Even in the Internet age, I use a number of encyclopedias for their ease of use and comprehensive nature. You can be up-to-date on a subject in just a few minutes. It's the most effective way to start a research project. The essays in the *EoM* are also helpful to managers studying for certification and credentialing examinations. They offer a quick review. I am especially proud of the readings guide by subject area. I'd encourage all readers to read the *Emerging Topics in Management* selection of essays.

DR. R. ANTHONY (TONY) INMAN holds a Doctorate in Business Administration in Management from the University of Memphis (1988), an M.B.A. from the University of North Alabama (1983), and a Bachelor's degree from the University of Mississippi (1973).

Dr. Inman is the Ruston Building and Loan Professor of Management at Louisiana Tech University. Before assuming this professorship in 1997 he was an Associate Professor of Management at Louisiana Tech. Dr. Inman has taught courses in graduate and undergraduate Production/Operations Management, undergraduate Total Quality Management and undergraduate Purchasing. He has been a member of graduate faculty since 1990.

Dr. Inman has business experience as a former Materials Supervisor for Intex Plastics, as a Production Control Supervisor for Spun Steel, and as an Inventory Analyst for ITT Telecommunications.

Widely published in his field, his articles have appeared in journals such as *Production & Inventory Management Journal*, *Decision Sciences*, *International Journal of Production Research*, *International*

Journal of Operations and Production Management, and *Production Planning and Control*. He has served on the editorial boards of *Production & Inventory Management Journal*, *Production Planning and Control*, and *Southern Business and Economic Journal*.

Dr. Inman is a Certified Fellow in Production and Inventory Management (CFPIM) through the American Production and Inventory Control Society (APICS). He is also an Academic Jonah as recognized by the Goldratt Institute. He was ranked 17th nationally in the article "POM Research Productivity in U.S. Business Schools," by S.T. Young, B.C. Baird, and M.E. Pullman, as published in the *Journal of Operations Management* volume 14 no.1, March 1996. He is a recipient of the Shingo Prize for Excellence in Manufacturing: Shingo Prize Research Award for 1993, for "Determining the Critical Elements of Just-In-Time Implementation," in *Decision Sciences* volume 23 no.1, January/February 1992. He was recently given the Louisiana Tech University Foundation Professor Award for 2005.

Dr. Inman comments on the EOM:

Even as one of the authors, I continually find the *Encyclopedia of Management* to be a helpful tool for those times when I need to quickly "brush up" on a topic. It should be even more useful for students and practitioners. I frequently recommend it to students who need an understandable overview of a difficult subject. My biggest problem in using the book is in finding it (I'm not sure where it is at this moment), as it is constantly on loan.

The addition of current topics and the deletion of obsolete ones required a thorough analysis by a number of management experts. New entries plus the updating of the retained topics challenged us to find not only those most knowledgeable in their fields but those with the ability to convey their knowledge in a brief but thorough and understandable manner. I think we have succeeded quite well!

JUDITH (JUDY) NIXON is a librarian at the Krannert Library of Management and Economics at Purdue University in West Lafayette, Indiana. Judith has a B.S. degree from Valparaiso University in Indiana and a M.L.S. from the University of Iowa. Prior to working at the Krannert Library she worked at the University of Arizona as a business librarian, and a librarian at the Consumer and Family Sciences Library at Purdue. Nixon is a frequent advisor on business reference sources. Her published articles have appeared in periodicals such as the *Journal of Business and Finance Librarianship*. As a librarian, Judith is both the head of the free-standing business library and leads a team

of three business reference librarians as well as six support staff. She assists undergraduates through Ph.D.-level graduate students with their research projects as well as answers a broad range of business questions from data source needs to beginning search strategies and techniques. She works closely with a number of business faculty members including the tax law area. She instructs upper level accounting students in the use of the online tax service. She teaches classes on library use for a number of business groups. In addition, her library assists with business research needs for the entire Purdue University, and technology students in particular. Her research interests include: using data to evaluate collection needs, team building, and economic collection. She also manages the Krannert Special Collection of historic economic books.

Judith shares her thoughts about the *EOM*, 5th edition:

The *Encyclopedia of Management* is a valuable first stop for research on the broad range of topics in the field of management. The essays are concise, accurate and readable. In addition, each essay has a very concise list of the most useful books, articles and websites so the reader can get a quick start on the research process. This new edition, the first since 2000, will be welcomed by librarians and researchers. We keep it at the reference desk and use it frequently.

LAURIE COLLIER HILLSTROM is a noted freelance writer with the Northern Lights Writers Group. Laurie received an MBA from the University of Michigan and is co-founder of Northern Lights Writers Group, an editorial services firm based in Michigan. She has authored or edited award-winning reference books on a wide range of subjects, including business and industry, biography, American history, and international environmental issues. Publications include *Encyclopedia of Small Business* (2001), *The World's Environments* (2003), *War in the Persian Gulf Reference Library* (2004), and *The Industrial Revolution in America* (2005).

Laurie comments on the *EOM*:

This completely updated edition of the *Encyclopedia of Management* features new entries on topics that managers must understand to succeed in business today. From the latest developments in Affirmative Action legislation to the intricacies of Flexible Spending Accounts, and from the emerging technology of Radio-Frequency Identification to the time-saving potential of Handheld Computers and Instant Messaging, *EoM* provides managers with up-to-date information on a wide variety of current business issues.

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GUIDE TO FUNCTIONAL-AREA READINGS

Eighteen functional-area reading curricula are outlined below. Items listed beneath each heading represent titles of specific essays in the *EoM*.

1. CORPORATE PLANNING AND STRATEGIC MANAGEMENT

Aggregate Planning
Brainstorming
Business Continuity Planning
Business Plan
Capacity Planning
Decision Making
Decision Rules and Decision Analysis
Decision Support Systems
Diversification Strategy
Divestment
Downsizing and Rightsizing
Economies of Scale and Economies of Scope
Exporting and Importing
Franchising
Free Trade Agreements and Trading Blocs
Futuring
Gap Analysis
Generic Competitive Strategies
Globalization
Goals and Goal Setting
Group Decision Making
Location Strategy
Macroenvironmental Forces
Make-or-Buy Decisions
Manufacturing Resources Planning
Market Share
Mergers and Acquisitions
Miles and Snow Typology
Multiple-Criteria Decision Making
New Product Development

Open and Closed Systems
Operations Strategy
Opportunity Cost
Order-Winning and Order-Qualifying Criteria
Porter's 5-Forces Model
Product Life Cycle and Industry Life Cycle
Production Planning and Scheduling
Strategic Planning Failure
Strategic Planning Tools
Strategy Formulation
Strategy Implementation
Strategy in the Global Environment
Strategy Levels
SWOT Analysis
Synergy
Zero-Based Budgeting

2. EMERGING TOPICS IN MANAGEMENT

Activity-Based Costing
Affirmative Action
Angels and Venture Capitalists
Artificial Intelligence
Assessment Centers
Balanced Scorecard
Bar Coding and Radio Frequency Identification
Business Continuity Planning
Business Process Reengineering
Cafeteria Plan—Flexible Benefits
Cellular Manufacturing
Chaos Theory
Coalition Building
Complexity Theory
Concurrent Engineering
Consulting
Contingency Approach to Management
Contingent Workers

Continuing Education and Lifelong Learning Trends
Corporate Governance
Corporate Social Responsibility
Creativity
Customer Relationship Management
Decision Support Systems
Diversity
Electronic Commerce
Electronic Data Interchange and Electronic
Funds Transfer
Empathy
Empowerment
Enterprise Resource Planning
Entrepreneurship
Ergonomics
Ethics
Expatriates
Expert Systems
Five S Framework
Flexible Spending Accounts
Futuring
Government-University-Industry Partnerships
Handheld Computers
Health Savings Accounts
Human Resource Information Systems
Innovation
Instant Messaging
Intellectual Property Rights
Intrapreneurship
Longitudinal Scenarios
Multiple-Criteria Decision Making
Non-Compete Agreements
Outsourcing and Offshoring
Popular Press Management Books
Quality of Work Life
Robotics
Spirituality in Leadership
Succession Planning
Telecommunications
Vendor Rating
Women and Minorities in Management
Work-Life Balance

3. ENTREPRENEURSHIP

Angels and Venture Capitalists
Balance Sheets
Brainstorming
Break-Even Point
Budgeting
Business Plan
Business Structure
Cafeteria Plan—Flexible Benefits
Case Method of Analysis
Cash Flow Analysis and Statements
Competitive Advantage
Consumer Behavior

Cost Accounting
Creativity
Customer Relationship Management
Diversification Strategy
Domestic Management Societies and Associations
Due Diligence
Economics
Economies of Scale and Economies of Scope
Effectiveness and Efficiency
Financial Issues for Managers
Financial Ratios
First-Mover Advantage
Futuring
Gap Analysis
Generic Competitive Strategies
Income Statements
Initial Public Offering
Innovation
Intellectual Property Rights
International Business
International Management Societies and Associations
Intrapreneurship
Inventory Management
Joint Ventures and Strategic Alliances
Knowledge Management
Knowledge Workers
Leveraged Buyouts
Licensing and Licensing Agreements
Location Strategy
Macroenvironmental Forces
Make-or-Buy Decisions
Market Share
Marketing Concept and Philosophy
Marketing Research
Miles and Snow Typology
Mission and Vision Statements
New Product Development
Non-Compete Agreements
Organizational Development
Outsourcing and Offshoring
Patents and Trademarks
Planning
Poison Pill Strategies
Popular Press Management Books
Porter's 5-Forces Model
Pricing Policy and Strategy
Problem Solving
Process Management
Product Design
Product Life Cycle and Industry Life Cycle
Profit Sharing
Research Methods and Processes
Resumes and Cover Letter Trends
Scenario Planning
Securities and Exchange Commission
Shareholders
Stakeholders

Strategic Planning Tools
Strategy Levels
Succession Planning
SWOT Analysis
Synergy
Technology Transfer
Value Creation
Venture Capital
Virtual Organizations

4. FINANCIAL MANAGEMENT AND ACCOUNTING ISSUES

Activity-Based Costing
Angels and Venture Capitalists
Balance Sheets
Balanced Scorecard
Break-Even Point
Budgeting
Business Continuity Planning
Capacity Planning
Cash Flow Analysis and Statements
Corporate Social Responsibility
Cost Accounting
Cost-Volume-Profit Analysis
Debt vs. Equity Financing
Domestic Management Societies and Associations
Due Diligence
Economics
Electronic Data Interchange and Electronic
Funds Transfer
Employee Benefits
Employee Compensation
Executive Compensation
Financial Issues for Managers
Financial Ratios
Flexible Spending Accounts
Health Savings Accounts
Income Statements
Initial Public Offering
Internal Auditing
International Management Societies
and Associations
International Monetary Fund
Inventory Types
Leveraged Buyouts
Licensing and Licensing Agreements
Make-or-Buy Decisions
Management Control
Nonprofit Organizations
Opportunity Cost
Patents and Trademarks
Profit Sharing
Purchasing and Procurement
Risk Management
Securities and Exchange Commission
Stakeholders

Succession Planning
Venture Capital
Zero-Based Budgeting

5. GENERAL MANAGEMENT

Aggregate Planning
The Art and Science of Management
Autonomy
Balanced Scorecard
Brainstorming
Budgeting
Business Plan
Business Structure
Chain of Command Principle
Communication
Competitive Advantage
Competitive Intelligence
Contingency Approach to Management
Contingent Workers
Continuous Improvement
Corporate Governance
Corporate Social Responsibility
Creativity
Decision Making
Delegation
Diversity
Divestment
Downsizing and Rightsizing
Economics
Effectiveness and Efficiency
Electronic Commerce
Empowerment
Financial Issues for Managers
Financial Ratios
Forecasting
Generic Competitive Strategies
Globalization
Goals and Goal Setting
Human Resource Management
Innovation
International Cultural Differences
International Management
Knowledge Management
Leadership Styles and Bases of Power
Leadership Theories and Studies
Line-and-Staff Organizations
Logistics and Transportation
Management Control
Management Functions
Management Information Systems
Management Science
Management Styles
Management Thought
Managing Change
Mission and Vision Statements
Motivation and Motivation Theory

Operations Management
Organization Theory
Organizational Analysis and Planning
Organizational Behavior
Organizational Chart
Organizational Culture
Organizational Learning
Organizational Structure
Organizational Development
Organizing
Participative Management
Patents and Trademarks
Pioneers of Management
Planning
Process Management
Quality and Total Quality Management
Reactive vs. Proactive Change
Strategy Formulation
Strategy Implementation
Strategy in the Global Environment
Strategy Levels
Succession Planning
Training Delivery Methods
Trends in Organizational Change

6. HUMAN RESOURCES MANAGEMENT

Affirmative Action
Apprenticeship Programs
Artificial Intelligence
Assessment Centers
Attribution Theory
Autonomy
Body Language
Brainstorming
Cafeteria Plan—Flexible Benefits
Chain of Command Principle
Coalition Building
Communication
Contingent Workers
Continuing Education and Lifelong Learning Trends
Creativity
Discrimination
Diversity
Downsizing and Rightsizing
Electronic Data Interchange and Electronic Funds Transfer
Empathy
Employee Assistance Programs
Employee Benefits
Employee Compensation
Employee Evaluation and Performance Appraisals
Employee Handbook and Orientation
Employee Recruitment
Employee Screening and Selection
Employment Law and Compliance
Empowerment
Ergonomics

Executive Compensation
Flexible Spending Accounts
Group Dynamics
Health Savings Accounts
Human Resource Information Systems
Human Resource Management
International Cultural Differences
Japanese Management
Job Analysis
Knowledge Workers
Listening
Meeting Management
Mentoring
Morale
Motivation and Motivation Theory
Nepotism
Non-Compete Agreements
Organizational Behavior
Organizational Chart
Organizational Culture
Performance Measurement
Personality and Personality Tests
Professional Readings for Managers
Quality of Work Life
Reinforcement Theory
Resumes and Cover Letter Trends
Safety in the Workplace
Sensitivity Training
Stress
Succession Planning
Sweatshops
Task Analysis
Teams and Teamwork
Theory X and Theory Y
Theory Z
Time Management
Training Delivery Methods
Videoconferencing
Virtual Organizations
Women and Minorities in Management
Work-Life Balance

7. INNOVATION AND TECHNOLOGY

Artificial Intelligence
Bar Coding and Radio Frequency Identification
Communication
Competitive Intelligence
Complexity Theory
Computer Networks
Computer Security
Computer-Aided Design and Manufacturing
Computer-Integrated Manufacturing
Data Processing and Data Management
Decision Making
Decision Rules and Decision Analysis
Decision Support Systems
Delegation

Electronic Commerce
Electronic Data Interchange and Electronic
Funds Transfer
Experience and Learning Curves
Expert Systems
Forecasting
Handheld Computers
Innovation
The Internet
Knowledge Management
Knowledge Workers
Management Information Systems
Product Design
Program Evaluation and Review Technique
and Critical Path Method
Project Management
Robotics
Technological Forecasting
Technology Management
Technology Transfer
Telecommunications
Virtual Organizations

8. INTERNATIONAL/GLOBAL MANAGEMENT

Apprenticeship Programs
Competitive Advantage
Contingent Workers
Diversity
European Union
Expatriates
Exporting and Importing
First-Mover Advantage
Franchising
Free Trade Agreements and Trading Blocs
Futuring
Globalization
International Business
International Cultural Differences
International Management
International Management Societies and Associations
International Monetary Fund
International Organization for Standards
Japanese Management
Licensing and Licensing Agreements
Location Strategy
Macroenvironmental Forces
Outsourcing and Offshoring
Patents and Trademarks
Popular Press Management Books
Professional Readings for Managers
Profit Sharing
Strategy in the Global Environment
Sweatshops
Transnational Organization
Value-Added Tax
Vendor Rating

Virtual Organizations
World-Class Manufacturer

9. LEADERSHIP

The Art and Science of Management
Assessment Centers
Attribution Theory
Business Continuity Planning
Communication
Contingency Approach to Management
Corporate Governance
Corporate Social Responsibility
Delegation
Domestic Management Societies and Associations
Entrepreneurship
Executive Compensation
Expert Systems
Goals and Goal Setting
Human Resource Management
International Management Societies and Associations
Japanese Management
Job Analysis
Joint Ventures and Strategic Alliances
Knowledge Management
Knowledge Workers
Leadership Styles and Bases of Power
Leadership Theories and Studies
Line-and-Staff Organizations
Listening
Management and Executive Development
Management Functions
Management Levels
Management Styles
Management Thought
Managing Change
Mechanistic Organizations
Mentoring
Mission and Vision Statements
Morale
Motivation and Motivation Theory
Open and Closed Systems
Operant Conditioning
Organizational Culture
Participative Management
Personality and Personality Tests
Pioneers of Management
Problem Solving
Reinforcement Theory
Sensitivity Training
Span of Control
Spirituality in Leadership
Strategy Formulation
Succession Planning
Teams and Teamwork
Theory X and Theory Y
Theory Z
Women and Minorities in Management

10. LEGAL ISSUES

Affirmative Action
Business Continuity Planning
Cafeteria Plan—Flexible Benefits
Computer Networks
Computer Security
Contingent Workers
Corporate Governance
Corporate Social Responsibility
Discrimination
Diversity
Downsizing and Rightsizing
Due Diligence
Electronic Data Interchange and Electronic Funds Transfer
Employee Assistance Programs
Employee Benefits
Employee Compensation
Employee Evaluation and Performance Appraisals
Employee Recruitment
Employee Screening and Selection
Employment Law and Compliance
Ethics
Executive Compensation
Human Resource Management
Intellectual Property Rights
Job Analysis
Leveraged Buyouts
Management Audit
Management Control
Mergers and Acquisitions
Nepotism
Non-Compete Agreements
Patents and Trademarks
Personality and Personality Tests
Quality of Work Life
Risk Management
Safety in the Workplace
Stress
Succession Planning
Sweatshops
Technology Transfer
Women and Minorities in Management

11. MANAGEMENT INFORMATION SYSTEMS

Balanced Scorecard
Bar Coding and Radio Frequency Identification
Complexity Theory
Computer Networks
Computer Security
Computer-Aided Design and Manufacturing
Computer-Integrated Manufacturing
Data Processing and Data Management
Decision Rules and Decision Analysis
Decision Support Systems
Distribution and Distribution Requirements Planning

Electronic Commerce
Electronic Data Interchange and Electronic Funds Transfer
Handheld Computers
Human Resource Information Systems
The Internet
Management Information Systems
Management Science
Manufacturing Resources Planning
Models and Modeling
Multiple-Criteria Decision Making
Object-Oriented Programming
Operating System
Operations Management
Operations Scheduling
Scenario Planning
Statistical Process Control and Six Sigma
Systems Design, Development, and Implementation
Technological Forecasting
Technology Management
Technology Transfer

12. MANAGEMENT SCIENCE AND OPERATIONS RESEARCH

Bar Coding and Radio Frequency Identification
Business Process Reengineering
Computer-Aided Design and Manufacturing
Concurrent Engineering
Decision Rules and Decision Analysis
Decision Support Systems
Distribution and Distribution Requirements Planning
Expert Systems
Location Strategy
Logistics and Transportation
Maintenance
Make-or-Buy Decisions
Manufacturing Resources Planning
Models and Modeling
Multiple-Criteria Decision Making
New Product Development
Operating System
Operations Management
Operations Scheduling
Operations Strategy
Product Design
Production Planning and Scheduling
Productivity Concepts and Measures
Product-Process Matrix
Program Evaluation and Review Technique and Critical Path Method
Project Management
Purchasing and Procurement
Quality and Total Quality Management
Research Methods and Processes
Reverse Supply Chain Logistics
Scenario Planning
Service Operations

Service Process Matrix
Simulation
Statistical Process Control and Six Sigma
Statistics
Systems Analysis
Systems Design, Development, and Implementation
Technology Transfer
Warehousing and Warehouse Management
World-Class Manufacturer

13. PERFORMANCE MEASURES AND ASSESSMENT

Activity-Based Costing
Balance Sheets
Balanced Scorecard
Benchmarking
Break-Even Point
Budgeting
Cash Flow Analysis and Statements
Continuous Improvement
Cost Accounting
Cost-Volume-Profit Analysis
Cycle Time
Debt vs. Equity Financing
Due Diligence
Effectiveness and Efficiency
Executive Compensation
Financial Issues for Managers
Financial Ratios
Forecasting
Gap Analysis
Goals and Goal Setting
Management Audit
Management Control
Management Information Systems
Market Share
Multiple-Criteria Decision Making
Nepotism
Order-Winning and Order-Qualifying Criteria
Performance Measurement
Pricing Policy and Strategy
Profit Sharing
Simulation
Stakeholders
Value Analysis
Value Chain Management
Value Creation
Vendor Rating
Zero-Based Budgeting
Zero Sum Game

14. PERSONAL GROWTH AND DEVELOPMENT FOR MANAGERS

The Art and Science of Management
Body Language
Brainstorming

Coalition Building
Communication
Consulting
Contingency Approach to Management
Continuing Education and Lifelong Learning Trends
Continuous Improvement
Creativity
Customer Relationship Management
Delegation
Diversity
Empathy
Employee Assistance Programs
Empowerment
Entrepreneurship
Facilitator
Feedback
Goals and Goal Setting
Group Dynamics
Intrapreneurship
Knowledge Workers
Leadership Styles and Bases of Power
Listening
Managing Change
Meeting Management
Mentoring
Morale
Motivation and Motivation Theory
Multimedia
Organizing
Participative Management
Personality and Personality Tests
Planning
Popular Press Management Books
Problem Solving
Professional Readings for Managers
Profit Sharing
Reactive vs. Proactive Change
Resumes and Cover Letter Trends
Safety in the Workplace
Sensitivity Training
Spirituality in Leadership
Strategic Planning Tools
Stress
Succession Planning
SWOT Analysis
Teams and Teamwork
Time Management
Trends in Organizational Change
Value Creation

15. PRODUCTION AND OPERATIONS MANAGEMENT

Activity-Based Costing
Aggregate Planning
Bar Coding and Radio Frequency Identification
Benchmarking
Break-Even Point

Bundled Goods and Services
 Business Process Reengineering
 Cellular Manufacturing
 Computer-Aided Design and Manufacturing
 Computer-Integrated Manufacturing
 Concurrent Engineering
 Continuous Improvement
 Cost-Volume-Profit Analysis
 Decision Rules and Decision Analysis
 Decision Support Systems
 Distribution and Distribution Requirements Planning
 Domestic Management Societies and Associations
 Economic Census
 Five S Framework
 Flexible Manufacturing
 Focused Factory
 Forecasting
 Government-University-Industry Partnerships
 Industrial Relations
 International Management Societies and Associations
 Inventory Management
 Inventory Types
 Japanese Management
 Layout
 Lean Manufacturing and Just-in-Time Production
 Location Strategy
 Logistics and Transportation
 Maintenance
 Make-or-Buy Decisions
 Management Awards
 Manufacturing Resources Planning
 Market Share
 New Product Development
 Operations Management
 Operations Scheduling
 Operations Strategy
 Order-Winning and Order-Qualifying Criteria
 Outsourcing and Offshoring
 Participative Management
 Poka-Yoke
 Popular Press Management Books
 Porter's 5-Forces Model
 Production Planning and Scheduling
 Productivity Concepts and Measures
 Product-Process Matrix
 Program Evaluation and Review Technique
 and Critical Path Method
 Project Management
 Purchasing and Procurement
 Quality and Total Quality Management
 Quality Gurus
 Reverse Supply Chain Logistics
 Robotics
 Safety in the Workplace
 Service Factory
 Service Industry
 Service Operations
 Service Process Matrix

Simulation
 Statistical Process Control and Six Sigma
 Statistics
 Supply Chain Management
 Synergy
 Teams and Teamwork
 Technological Forecasting
 Technology Management
 Technology Transfer
 Theory of Constraints
 Time-Based Competition
 Warehousing and Warehouse Management
 World-Class Manufacturer

16. QUALITY MANAGEMENT AND TOTAL QUALITY MANAGEMENT

Communication
 Customer Relationship Management
 Domestic Management Societies and Associations
 Five S Framework
 Gap Analysis
 Goals and Goal Setting
 Innovation
 International Management Societies and Associations
 Japanese Management
 Management Awards
 Manufacturing Resources Planning
 Marketing Research
 Operations Strategy
 Opportunity Cost
 Order-Winning and Order-Qualifying Criteria
 Outsourcing and Offshoring
 Participative Management
 Popular Press Management Books
 Productivity Concepts and Measures
 Professional Readings for Managers
 Quality and Total Quality Management
 Quality Gurus
 Quality of Work Life
 Statistical Process Control and Six Sigma
 Strategic Planning Tools
 Teams and Teamwork
 Value Analysis
 Value Creation
 Vendor Rating
 World-Class Manufacturer

17. SUPPLY CHAIN MANAGEMENT

Activity-Based Costing
 Business Process Reengineering
 Capacity Planning
 Cellular Manufacturing
 Coalition Building
 Communication
 Competitive Advantage
 Competitive Intelligence

Computer Networks
 Computer-Integrated Manufacturing
 Conflict Management and Negotiation
 Customer Relationship Management
 Cycle Time
 Decision Support Systems
 Distribution and Distribution Requirements Planning
 Economies of Scale and Economies of Scope
 Effectiveness and Efficiency
 Electronic Commerce
 Electronic Data Interchange and Electronic
 Funds Transfer
 Enterprise Resource Planning
 Expert Systems
 Group Dynamics
 Industrial Relations
 Inventory Management
 Inventory Types
 Joint Ventures and Strategic Alliances
 Lean Manufacturing and Just-in-Time Production
 Location Strategy
 Logistics and Transportation
 Make-or-Buy Decisions
 Manufacturing Resources Planning
 Market Share
 Multiple-Criteria Decision Making
 New Product Development
 Operations Management
 Operations Scheduling
 Operations Strategy
 Organic Organizations
 Organizing
 Poka-Yoke
 Problem Solving
 Process Management
 Product Design
 Product Life Cycle and Industry Life Cycle
 Production Planning and Scheduling
 Productivity Concepts and Measures
 Product-Process Matrix
 Purchasing and Procurement
 Quality and Total Quality Management
 Reverse Supply Chain Logistics
 Risk Management
 Span of Control
 Stakeholders
 Teams and Teamwork
 Vendor Rating
 Warehousing and Warehouse Management

18. TRAINING AND DEVELOPMENT

Apprenticeship Programs
 Artificial Intelligence
 Assessment Centers
 Autonomy

Business Continuity Planning
 Concurrent Engineering
 Conflict Management and Negotiation
 Consulting
 Contingency Approach to Management
 Continuing Education and Lifelong Learning Trends
 Continuous Improvement
 Corporate Social Responsibility
 Creativity
 Delegation
 Domestic Management Societies and Associations
 Downsizing and Rightsizing
 Employee Evaluation and Performance Appraisals
 Employee Handbook and Orientation
 Goals and Goal Setting
 Government-University-Industry Partnerships
 Group Decision Making
 Human Resource Management
 Innovation
 Instant Messaging
 International Cultural Differences
 International Management Societies and Associations
 Job Analysis
 Knowledge Management
 Knowledge Workers
 Listening
 Management and Executive Development
 Management Audit
 Marketing Communication
 Meeting Management
 Mission and Vision Statements
 Morale
 Motivation and Motivation Theory
 Multimedia
 Multiple-Criteria Decision Making
 Organizational Culture
 Organizational Learning
 Organizing
 Participative Management
 Personality and Personality Tests
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 Sensitivity Training
 Simulation
 Stress
 Succession Planning
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