

Index

- Accelerated depreciation, 106
- Accounting and finance, 97–123
- cash versus accrual accounting, 98–99, 106
 - department organization, 107–108
 - double-entry bookkeeping, 99–104
 - managerial accounting, 115–116
 - practical accounting, 109–114
 - system components, 104–107
 - tax issues, 116–122
 - terms and concepts, 100–104
- Accounts payable, 105
- Accounts receivable, 107, 112–114
- Accrual accounting, 98–99, 106
- Activity-based costing, 115–116
- Adams, J. Stacy, 24
- Adobe Acrobat, 232
- Advertising and promotion, 170–186
- advertising types and mediums, 175–178
 - branding, 162–163, 171–172
 - ethics and regulatory issues, 185–186
 - integrated marketing communications, 172–174
 - personal selling, 182–184
 - promotional mix and, 174–175
 - public relations and publicity, 167, 184–185
 - sales promotions, 179–182
- Aging, of world's population, 139
- American Society for Quality, 265
- Annual reports, competitive intelligence and, 167
- Antitrust laws, 62
- Apportioning estimating, 223
- Arthur Andersen LLP, 61
- Assessments:
- of employee skills, 11
 - of human resources strategic planning, 4
 - 360-degree, 13–15, 50
- Assets, 100, 101, 105–106
- Attire, for presentations, 198–201
- Audience, at presentations:
- developing relationship with, 202–203, 205
 - researching of, 189–190
- Audits:
- of quality management system, 282–283
 - of tax filings, 120–121
- Autocratic leadership style, 42–43
- Background/reference checks, 8, 9
- Balance sheet, 103
- Bank of America, 250–251
- Bargaining power, *see also* Negotiation
- of consumers, 160–161
 - of suppliers, 160
- Barriers to entry, 157–159
- BATNA (best alternative to a negotiated agreement), 84–85, 89
- Body language:
- during negotiations, 86, 87
 - during presentations, 203–205
- Boom, in business cycle, 132
- Bottom-up estimating, 223–224
- Braganza, Ashley, 243
- Brainstorming, before negotiation, 82–83
- Branding, 162–163, 171–172

- Brixco, 243
- Broadband wide area networks, 240
- Budget, project management, 219–221
- Bundling of products, 181
- Burdened labor rate, 220
- Business Case for Corporate Citizenship, The* (World Economic Forum), 68
- Business cycle stages, 131–133
- Business process management (BPM), 244
- Capitalism, 127–129
- Capital requirements, as barrier to entry, 158
- Carey, Jane, 234
- Caring, in corporate culture, 47
- Cash accounting, 98–99
- Celebrity endorsements, 178, 179
- Centralization versus decentralization, 31
- Challenge, in corporate culture, 47
- Change control system, 216–217
- Chart of accounts, 103, 114
- Chief financial officer (CFO), responsibilities of, 97–98
- Chief information officer (CIO), role of, 230–231
- China, planned economy in, 129–130
- Churchill, Winston, 38
- CIO Insight Research Company, 230
- Civil Rights Act of 1964, 60
- Close-out reporting, 225–226
- Clothing, for presentations, 198–201
- Coaching, 48–49
- Collection agencies, 113–114
- Command economies, 129–130
- Communication, *see also* Presentations
employee motivation and, 45
importance to teamwork, 54
with intranet, 260–262
marketing organization and, 153
participative management system and, 273–274
- Communism, 129–130
- Community involvement, 67–68
- Comparative advertising, 175
- Compensation:
motivation and, 25, 26
quality management and, 274
- Competition, *see also* Private enterprise
competitive advantage and, 15–16, 161–163
competitive analysis and, 148–149, 163–166
competitive intelligence (CI) and, 166–168
ethics and, 69
rivalry among competitors, 161
- Computer hardware, 229
- Computer Security Institute, 236
- Consumer price index (CPI), 133, 134
- Consumers, *see also* Customers;
E-commerce
economics and, 139–140
promotions to, 180–182
- Container Store, The, 45
- Contests, 181
- Contingency planning, 41
- Continuous quality improvement (CQI), 270–271
- Contract workers, 7
- Control:
methods of, 35–36
as role of manager, 41–42
- Control charts, 281–282
- Corporate culture, 46–48
- Corporate governments, ethics and, 59, 67
- Corporate social responsibility (CSR), 66–69
- Cost disadvantage, as barrier to entry, 159
- Costs, types of, 115–116
- Countering the Changing Threat of International Terrorism* (Schelling), 137
- Coupons, 180
- Credit checks, 109–112
- Credits, 100, 104

- Crime, protection from, 235–238, 244, 252
- Critical Path Method (CPM), of project management, 218–219
- Cross-functional teams, 53
- Customers, *see also* Consumers;
E-commerce
bargaining power of, 160–161
competitive intelligence and, 167
credit checks of, 109–112
departmentalization based on, 30
quality management and, 274–276, 278–279, 283–284
surveys of, 283
Web-based access for, 250–251
- Cyber crime, protection from, 235–238, 244, 252
- Debits, 100, 104
- Decentralization versus centralization, 31
- Decisional roles, of manager, 19
- Decision support systems (DSS), 234–235
- Deductions, tax, 116–117, 120, 121–122
- Deflation, 134
- Dell, Inc., 13
- Demand, *see* Supply and demand
- Demand-pull inflation, 133
- Deming, W. Edwards, 266, 268, 281, 285–286
- Democratic leadership style, 43
- Departmentalization, 30
- Depreciation, 106
- Depression, in business cycle, 132
- Differentiation, 162
- Direct-mail advertising, 177
- Distribution, 150, 159
- Diversity, 59, 60
- Division of labor, 29
- Domain name, 255, 260–261
- Double-entry bookkeeping, 99–104
- Drug tests, 8
- Drust, Jeff, 254
- Earned value reporting, 226
- E-commerce, 249–262. *See also* Internet advantages and disadvantages of, 251–253
definition of Web-based systems, 249–251
Internet user profile, 248–249
intranet and, 260–262
security and, 252
strategy development steps, 254–259
trends in, 253–254
- Economics, 124–141
analysis of environment for, 156
business cycle stages, 131–133
international challenges, 137–140
micro and macro, 125
national economic stability, 133–136
supply and demand, 125–126
systems of, 127–131
- Economies of scale, as barrier to entry, 158
- Education, *see* Training
- Eisenhower, Dwight D., 205
- Electronic bidding, 251
- E-mail, 232–233, 234
marketing with, 258, 259
spam and, 253
- Emerging markets, 125
- Emotional intelligence, 20
- Employee involvement programs, 27–28, 33–34
- Employees, *see also* Human resources;
Motivation
intranet and, 260–262
labor costs and, 220–221
withholding taxes and, 117, 118, 119–120
- Employer identification number (EIN), 119
- Employment levels, 134–135
- Empowerment, of employees, 28, 49
- Enron Corp., 57–58, 61, 64
- Environment, ethics and, 61, 67
- Environmental scanning, *see* PEST analysis

- Equal Employment Opportunity Commission (EEOC), 60
- Equipping costs, in project management budget, 220
- Equitable treatment, 50
- Equity theory, 24
- Esteem needs, 21
- Estimation, project management and, 222–223
- Ethics, 57–70
 - advertising/promotion and, 185–186
 - best practices, 64–66
 - consequences of poor decisions about, 57–58, 61–62
 - corporate culture and, 47, 66–69
 - creating standard for, 59–61
 - defined, 58–59
 - monitoring policies for, 62–64
- Exchange rate risk, 135–136
- Executive information systems (EIS), 235
- Expectancy theory, 23
- Expense accounts, 102–103
- Extinction, 24, 25
- Extranet, 238

- Farrell, Diana, 228, 230
- Federal Trade Commission (FTC), 62
- Feedback:
 - about ethics, 62
 - employees and, 50
 - through intranet, 261
- Finance, *see* Accounting and finance
- Fiscal policy, 136
- Fisher, Roger, 74, 78, 82, 84, 86
- “Fitness for use,” 267–268
- Five Forces, in marketing strategy, 157–161
- Fixed assets, 105–106
- Fixed costs, 115
- Flexible work schedules, 27
- Florida Power and Light, 268
- Focus, in corporate culture, 47–48
- FOCUS-PDCA, 270–271

- Food and Drug Administration (FDA), 62
- Ford Motor Company, 268
- Formalization, of
 - policies/procedures/rules, 36
- Functional departmentalization, 30

- Gantt charts, 218
- Gap Foundation, 67
- General ledger, 103–104
- Generally accepted accounting principles (GAAP), 114
- General Mills, Inc., 64–65
- Geographic departmentalization, 30
- Giveaways, 181–182
- Globalization, 36, 49–50, 135–140
- Goals:
 - compensation and, 26
 - human resources strategic planning and, 4
 - for information management, 241
 - of negotiation, 73, 76
- Goldstein, Frank, 138
- Goleman, Daniel, 20
- Good guy/bad guy routine, in negotiations, 90
- Goodwill, 101
- Government regulations:
 - advertising and promotion and, 185–186
 - as barriers to entry, 159
 - ethics and, 62
 - monopolies and, 128
 - political environment analysis and, 155
- Gross domestic product (GDP), 133
- Groupware, 233–234

- Hackers, 236
- Hard bargainers, 73–74
- Harley-Davidson, Inc., 45
- Herzberg, Frederick, 22
- Hewlett-Packard Company, 65–66
- Hierarchy, managerial, 30

- Hierarchy of needs, 21–22
- High-performance organizations, 33–34
- Home-based business deductions, 122
- Human resources, 3–17
 - accounting hires, 107–108
 - competitive advantage, 15–16
 - leadership training, 12
 - planning and strategy, 3–6
 - professional development, 12
 - recruitment, 6–8, 16–17, 68
 - selection, 8–9, 16–17
 - 360-degree assessment, 13–15, 50
 - training and development, 9–11
 - Web-based system for, 249–250
- Humor, 205
- Hygiene factors, Herzberg's, 22
- Hyperinflation, 133

- Income accounts, 102
- Income tax, *see* Taxes
- Incorporation, taxes and, 118–119
- Incremental costs, 115
- Independent contractors, 119
- Industry advertising, 175–176
- Inflation, 133–134
- Infomercials, 178–179
- Informal organizations, 32
- Informational roles, of manager, 19
- Information economy, 138–139
- Information flow mapping, 241–243
- Information systems, *see* Management information systems (MIS)
- Institutional advertising, 175
- Intangible assets, 101
- Integrated production techniques, 33–34
- Intellectual capital, management of, *see* Management
- Intelligence, about competition, 166–168
- International diversification, *see* Globalization
- International Organization for Standardization (ISO), 269
- “International Terrorism in the 21st Century” (Goldstein), 138

- Internet, 238. *See also* E-commerce
 - advertising on, 177
 - competitive intelligence and, 168
- Interpersonal roles, of manager, 19
- Interruptions, in negotiations, 91
- Interview, as employee selection method, 9
- Intranet, 238, 260–262
- Inventory control, 106–107
- Investor relations, *see* Shareholders
- IRS Form 1099-Misc, 119

- Japan, quality movement in, 266–268
- Job descriptions, 5–6
- Job Descriptive Index, 29
- Job enlargement, 27
- Job rotation, 27
- Job satisfaction, 21, 28–29
- Job security, 26–27
- Jupiter Research, 251
- Juran, Joseph E., 267–268

- Kacmar, Charles, 234
- Karrass, Gary, 71
- Katz, Robert, 19
- Knowledge management, 243

- Labor costs, in project management
 - budget, 220–221
- Laissez-faire leadership style, 43–44
- Lateness, for negotiations, 91
- Leadership, 38–51, 55
 - corporate culture and, 46–48
 - management vs., 39–40
 - motivation and, 45–46
 - pursuing position of, 51
 - roles of managers, 40–42
 - styles of, 42–45
 - training for, 12
 - trends in, 48–50
- Leasing, of employees, 7
- Lenin, V. I., 129
- Levy, Mitchell, 253
- Liabilities, 100, 101
- Limited authority, in negotiations, 90–91

- Line positions, 32–33
- Listening skills, 85–86, 87
- Local area network (LAN), 239
- Losses, 116
- Loyalty programs, 184

- Macroeconomics, 125
- Malcolm Baldrige National Quality Award, 268
- Management, 19–20. *See also*
 - Management information systems;
 - Project management
- communication responsibility and, 273–274
- hierarchy and, 30
- in high-performance organization, 34
- leadership vs., 39–40
- motivation practice and, 25–29
- motivation theories and, 20–25
- roles of, 40–42
- Management by objective, 28
- Management information systems (MIS), 228–246
 - categories of, 240–241
 - computer networks and, 238–240
 - decision making and, 234–235
 - efficient uses of, 241–243
 - Internet/intranet/extranet, 238
 - protection of, 235–238
 - role of chief information officer, 230–231
 - tools of, 231–234
 - trends in, 244–245
- Management support systems, 240–241
- Mapping, of information flow, 241–243
- Market economies, 127–129
- Marketing, 145–169. *See also*
 - E-commerce
- becoming a marketing organization, 151–153
- competitive analysis and, 161–168
- integrated marketing communications, 172–174
 - as investment, 145, 151
 - strategic plan for, 153–161
 - value creation and, 146–151
- Marriott Corporation, 147–148
- Marx, Karl, 129
- Maslow, Abraham, 21
- Material costs, in project management budget, 221
- Materials, for presentation, 191–193
- McConnell, Steve, 214
- McGregor, Douglas, 22–23
- MCI, Inc., 58, 64
- Mechanistic organizational structures, 31–32
- Men's Warehouse, Inc., 16
- Mentors, 51
- Merit, in corporate culture, 48
- Metcalf's Law, 234
- Microeconomics, 125
- Microsoft programs:
 - Excel, 232
 - Outlook, 233
 - PowerPoint, 193–196, 233
 - Word, 231–232
- Miller, Lee, 86, 87
- Miller, Michael J., 244
- Minnesota Satisfaction Questionnaire, 29
- Mintzberg, Henry, 19
- Monetary policy, 136
- Monopoly, 128–129
- Motivation:
 - leadership and, 45–46
 - negotiation and, 78–81
 - in practice, 25–29
 - in theory, 20–25
- Mystery shoppers, 282

- Needs:
 - Maslow's hierarchy of, 21–22
 - motivation and, 25
- Negative reinforcement, 24
- Negotiation, 71–94
 - do's and don'ts of, 92–94
 - goals of, 73, 76
 - misconceptions about, 72

- preparation for, 75–85
- process of, 85–89
- styles of, 73–75
- tactics to be wary of, 89–91
- Networking, competitive intelligence and, 168
- Network organization, 36
- Networks, computer, 238–240
- “Nibbling,” in negotiations, 89–90

- Objective standards, using in negotiations, 81–82
- Office automation systems, 240–241
- Oligopoly, 128
- Open-book management, 28
- Open-ended questions, 88
- Operational planning, 40
- Opportunity costs, 115
- Organic organizational structures, 32
- Organizational behavior, 18–37
 - management, 19–25
 - methods of control, 35–36
 - motivation, 25–29
 - organizational structure, 29–34
- Organizational learning, in high-performance organization, 33–34
- Organizing, as role of manager, 41
- Orientation, of employees, 10–11
- Outdoor advertising, 178
- Output controls, 35
- Outsourcing, of employees, 7
- Overdue accounts, preventing, 112–114
- Owners' equity, 100, 102

- Parametric estimates, 223
- Participative management, 28, 272–274
- Patents, 101
- Payroll accounting, 105, 249–250
- Perceived value, 162–163
- Performance, standards and measurement of, 41–42, 274–278
- Personality tests, 8
- Personal selling, 182–184
- PERT (Project Evaluation and Review Technique), 218, 219

- PEST analysis, 155–157
- Phased estimating, 222–223
- Physical ability tests, 8
- Physiological needs, 21
- Placement, of product, 150
- Planned economies, 129–130
- Planning, as role of manager, 40–41
- Point of purchase displays, 181
- Policies/procedures/rules, 35–36
- Political environment, analysis of, 155
- Political risk, 135–136
- Porter, Michael, 157
- Porter's Five Forces, 157–161
- Positioning map, 165
- Positive reinforcement, 24, 50
- Posture, *see* Body language
- PowerPoint presentations, 193–196, 233
- Presentations, 187–208
 - delivering, 201–206
 - following up after, 206–207
 - planning for, 188–191
 - preparing for, 188, 191–201
- Presentation software, 233
- Price elasticity, 126
- Pricing, 149
- Print advertising, 176–177
- Private enterprise, 127–129
- Privatization, 127, 131
- Problem-solving teams, 52–53
- Procedures, 35–36
- Process-based departmentalization, 30
- Process controls, 35–36
- Producer price index (PPI), 134
- Product-based departmentalization, 30
- Product differentiation, as barrier to entry, 158
- Productivity, 133
- Professional development, *see* Training
- Professional organizations, competitive intelligence and, 168
- Profit and loss statement (income statement), 103

- Project management, 211–227
 - budget, 219–221
 - estimation, 222–224
 - project manager's role, 212–213, 216
 - reporting, 225–226
 - risk management, 221–222
 - schedule, 217–219
 - scope and work breakdown structure, 213–214
 - scope management plan, 215–217
 - team for, 224–225
- Promotion, *see* Advertising and promotion
- Public relations and publicity, 167, 184–185
- Public speaking, *see* Presentations
- Punishment, 24–25
- Purchasing, 279
- Pure competition, 128

- Quality management systems, 264–287
 - auditing and, 282–283
 - customers and, 278–279
 - history of quality movement, 266–272
 - participative management, 272–274
 - purchasing, 279
 - in service industries, 278, 282, 283–284
 - statistics, 280–282
 - system design, 274–278
 - training and education, 279–280
- Quality movement:
 - in Japan, 266–268
 - in United States, 268–272
- Quarterly estimated tax payments, 117
- Question-and-answer period, 190, 197, 206
- Questions, asking in negotiations, 88

- Radio advertising, 177
- Rebates, 180
- Recession, 132
- Recovery, 132
- Recruitment, of employees, 6–8, 16–17

- Reengineering, 33
- Reference/background checks, 8, 9
- Reinforcement theory, 24–25
- Reminder advertising, 175
- Reporting, project management and, 225–226
- Reputation management, 68
- Retained earnings, 102
- Rewards:
 - motivation and, 26
 - quality management and, 274
- Riordan, Jeb, 217
- Risk:
 - competitive advantage and, 162
 - in corporate culture, 47
 - management of, 68, 221–222
- Rules/policies/procedures, 35–36
- Russia, planned economy in, 129–130

- Safety needs, 21
- Salespeople, competitive intelligence and, 167
- Sales promotions, 179–182
- Sales taxes, 117–118
- Sampling, 180–181
- Sarbanes-Oxley Act of 2002, 63, 64
- Schedule, for project management, 217–219
- Schelling, Thomas C., 137
- Scope of project, 213–214, 223
- S corporation, 118–119
- SEC forms, competitive intelligence and, 168
- Security, of information systems, 235–238, 244, 252
- Segmentation, of market, 147–148
- Selection, of employees, 8–9, 16–17
- Self-actualization needs, 21
- Sequerah, Alicia, 256
- Service industries, quality management in, 278, 282, 283–284
- Sexual harassment, 59, 60
- Shareholders, 60, 68, 102

- Shewart, Walter, 281
- Six Sigma, 271–272
- Skill performance tests, 8
- Skill training, 11
- Social capital, 131
- Socialism, 130–131
- Social needs, 21
- Social responsibility, *see* Corporate social responsibility (CSR)
- Society for Competitive Intelligence Professionals (SCIP), 166
- Sociological/demographic environment, analysis of, 156
- Soft bargainers, 74
- Software, 193–196, 229–230, 231–234
- Source documents, for general ledger, 103–104
- Southwest Airlines, 15–16, 152, 260–261
- Spam, 253
- Span of control, 31
- Speeches, *see* Presentations
- Sponsorships, 178
- Staffing, *see* Human resources
- Staff positions, 32–33
- Standardization, of
 - policies/procedures/rules, 36
- Standardized systems, of quality management, 269
- Statistical data, in negotiations, 91
- Statistical process control (SPC), 280–281
- Sterne, Jim, 254
- Stewart, Martha, 57, 59
- Straight-line depreciation, 106
- Strategic planning, 40
 - for human resources, 3–6
 - intranet objectives and, 261
- Strategy, for marketing, 148, 153–161
 - e-commerce and, 254–259
 - PEST analysis, 155–157
 - Porter's Five Forces, 157–161
 - positioning and tactics, 154–155
- Structure, organizational, 29–34
- Substitute products, threat of, 159–160
- Sunk costs, 115
- Suppliers:
 - bargaining power of, 160
 - competitive intelligence and, 167
- Supply and demand, 125–126, 130
- Sweepstakes, 181
- Switching costs, 160, 250
- SWOT analysis, 163, 164
- Tactical planning, 40
- Taxes, 116–122
 - audit of, 120–121
 - deadlines for payment, 117, 118, 119–120
 - deductions and, 116–117, 120, 121–122
 - employee taxes, 117, 118, 119–120
 - incorporation and, 118–119
 - sales taxes, 117–118
- Team building, 51–55
 - stages of team development, 53–55
 - types of teams, 52–53
- Teamwork, 28
 - in high-performance organization, 33–34
 - project management, 224–225
- Technological environment, analysis of, 156–157
- Telemarketing, 177–178
- Television advertising, 176
- Terrorism, 137–138
- Tests, as employee selection method, 8
- Theory X, 22–23
- Theory Y, 22–23
- Theory Z, 23
- 360-degree assessment, of employees, 13–15, 50
- Total quality management (TQM), 33–34, 36, 269–270
- Trade magazines, competitive intelligence and, 167
- Trade promotions, 182

- Training:
 employee development and, 9–12
 marketing organization and,
 153
 quality management and, 279–280
- Transactional leadership style, 45
- Transaction processing systems, 240–241
- Transformational leadership style,
 44
- Tricky negotiation tactics, 89–91
- Triple bottom line, 68
- Trust, in corporate culture, 48
- Tyco, 64
- Ultimatums, in negotiations, 90
- Unemployment rate, 134–135
- United States, quality movement in,
 268–272
- Upselling, 152
- Ury, William, 74, 82, 84, 86
- Value, creating with marketing plan,
 146–151, 162–163
- Values, quality management and,
 272–273
- Variable costs, 115
- Vendors, *see* Suppliers
- Viruses (computer), 236–237, 252
- Vroom, Victor, 23
- W. L. Gore & Associates, 46
- Whistle-blowing, 63
- Wide area network (WAN), 238–240
- Wilson, Ralph, 257–258
- Win-win negotiation, 74–75
- Wireless application network (WLAN),
 239–240
- Withholding taxes, 117, 118, 119–120
- Wolfenson, James, 59
- Word processing programs, 231–232
- Work breakdown structure (WBS),
 213–217
- Worker empowerment, 28
- WorldCom, Inc., 58
- World Wide Web, *see* E-commerce;
 Internet