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Editor-in-Chief

Encyclopedia of Professional Management

AN AUTHORITATIVE
GUIDE TO THE
PROFITABLE PRACTICE
OF MANAGEMENT—

ENCYCLOPEDIA OF PROFESSIONAL MANAGEMENT

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PREFACE

The purpose of this encyclopedia is to provide managers in all kinds of organizations with (1) clear explanations of fundamental concepts and widely practiced techniques and (2) specific advice about how to apply them successfully. The material was selected and shaped to serve managers and potential managers in both the private and public sectors, and they will find here not only *why* a particular principle is accepted but also *how* to use it effectively. The emphasis is primarily on business usage, but adequate attention is given to management practices in public administration and not-for-profit organizations.

Whatever its values or its shortcomings—and it is to be hoped that the former prevail—this encyclopedia reflects the considered judgment of many qualified individuals about a number of pivotal factors. These are elaborated on below.

Scope Three intimately related areas were considered in selecting subject matter:

1. *Primary management functions*, such as planning, organizing, activating, controlling, and decision making
2. *Major business activities*, such as finance and accounting, operations and production, marketing and sales, and information management
3. *Environmental resources and constraints*, such as human resources, materials, funds, equipment and facilities, consumer demand, economic conditions, natural resources, community influences, and government regulations

The management process and the business system are examined in each of their parts, from assembling resources to converting them into value-added outputs as products and services. These, in turn, are placed in context with the various environments in which they operate. Thus, the reader will find definitions, explanations, and application instructions on most significant aspects of management as it applies to business and resources conversion. Figure 1 graphically illustrates the process involved, and the encyclopedia includes almost everything that the advisory board decided was of value for the practice of professional management.

Historical information about a concept or technique is included only where it

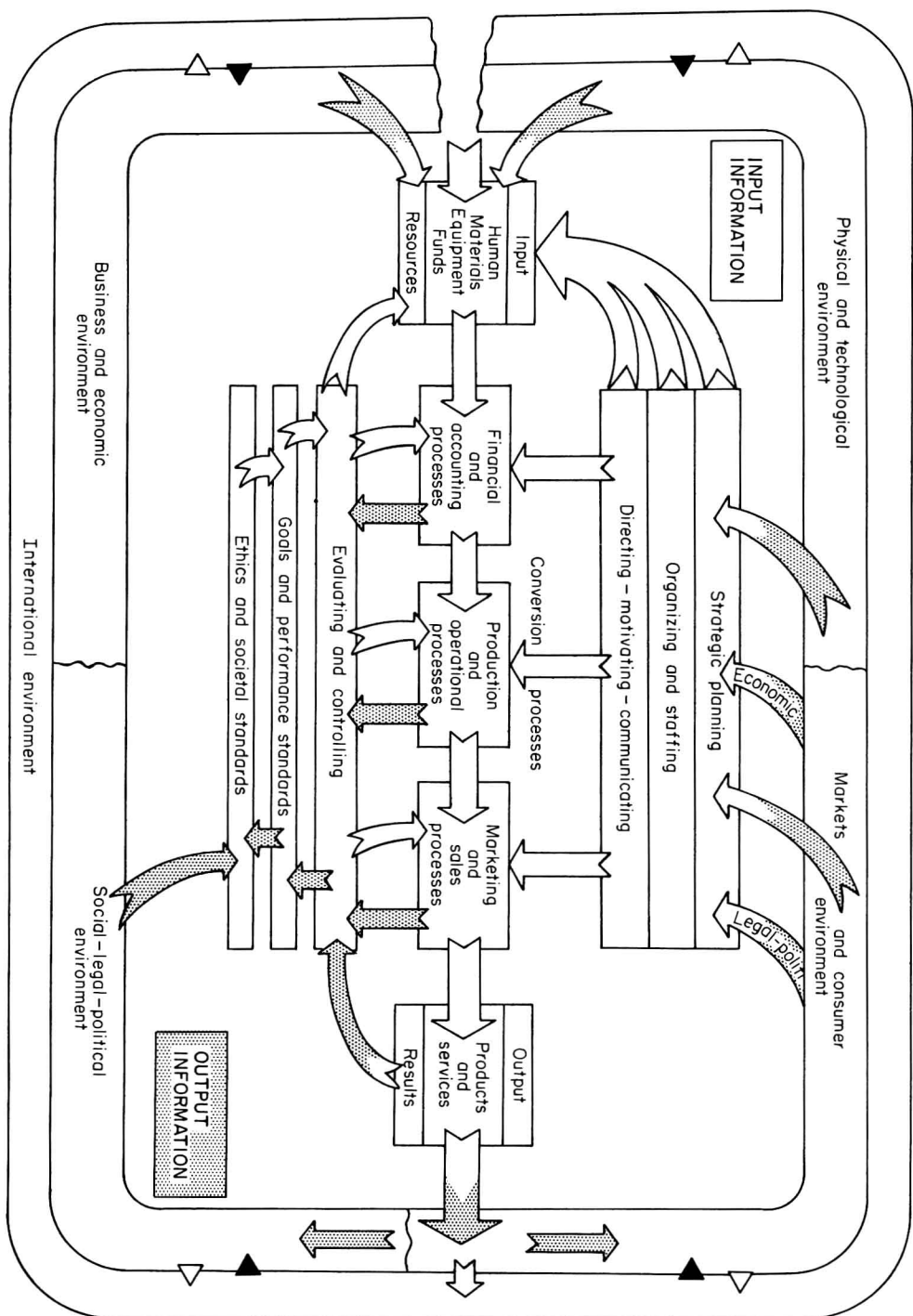


Fig. 1. Conceptual rationale for determining scope of subject matter.

contributes to understanding some application. Specific figures and statistics that may be quickly outdated are included only when absolutely necessary to provide a frame of reference for immediate usage.

A difficult decision, arrived at with the help of the editorial advisors, was to eliminate biographical sketches of significant managers or contributors to managerial theories and practices. Some coverage is given to individuals, however, under the entries MANAGEMENT, HISTORICAL DEVELOPMENT OF, HALL OF FAME OF BUSINESS LEADERSHIP, and GANTT MEDAL AWARDS. Throughout the text, reference is also made to notable contributors, but no biographical sketches as such are included.

Entry Coverage In this work there are over 250 comprehensive entries, which contain nearly 2300 specific definitions. In general, each major entry provides: (1) a definition of the underlying principle or concept; (2) application opportunities, techniques, procedures, and examples; (3) an evaluation of the usefulness of the concept or technique; and (4) a list of other sources of information either in the encyclopedia or available elsewhere. The key definitions in the major entries are highlighted in italics.

Perspective Regardless of how abstract the subject, contributors were encouraged to use simple language and to furnish practical examples. Most important, the authors emphasized the place of every subject within the managerial purview. Because of this, in the eyes of some specialists, depth may seem to be lacking in some areas. If this be the case, it has not been accidental. With such breadth of subject matter, the controlling guideline throughout has been to demonstrate the techniques of managerial usage and the suitability for management application.

Disciplines Many terms and subjects appear under more than one subject heading. This reflects the multidisciplinary nature of many managerial and business activities. Inevitably, and intentionally, there are areas of overlap. Occasionally there are differing points of view. This reflects the nature of management, which precludes flat statements of conclusions and unqualified prescriptions for behavior without first taking the nature of the situation and the various forces at play fully into account. In many management areas, the study is fragmented because of the specialized attitudes, training, and experience of those who practice it. From an academic view, broad disciplines enter into its discussion, such as sociology, psychology, information sciences, communications theory, economics, statistics, mathematics, physics and engineering. From an experiential view, various business disciplines prevail, such as accounting, finance, marketing, and operations—based also on the individual's experience in a particular industry such as construction, manufacturing, banking, insurance, public administration, or not-for-profit institutions.

Topic Selection Some two dozen basic reference texts, specialized handbooks, and encyclopedias were scanned for commonly used management and business terms. Additionally, the curricula of leading graduate schools of business, commerce, administration, and management were searched for key subject matter in commonly required courses. This study yielded 2300 terms and subjects. These were arranged systematically according to field and compiled in a 50-page planning booklet which was distributed to the 30 business leaders, consultants, and academic authorities who make up the advisory board. Subjects and terms were rated by the board according to an ABC classification: A, absolutely necessary; B, probably worthy of inclusion; and C, optional. All A subjects and most B subjects were selected for comprehensive

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treatment as major entries. The remainder of the B and a large percentage of the C terms were selected for definitions to be included within the major entries. As the development of the encyclopedia progressed, new terms were added and other terms dropped on the advice of the contributors themselves.

Terminology No claim is made that the definitions presented represent standard terminology. At best, they reflect popular business usage and academic consensus. Lt. Col. L. F. Urwick, our most senior editorial advisor, has for over half a century deplored the absence of standard terminology and has labored nearly that long to correct this condition, but with little success. His colleague from Australia on the board, Sir Walter Scott, has also challenged our terminology, but on the basis that it represents North American rather than international usage. Admittedly, as Lord Kelvin observed in 1899, "When you can measure what you are speaking about, and express it in numbers, you know something about it. But when you cannot measure it, cannot express it in numbers, your knowledge is a meagre and unsatisfactory kind." H. B. Maynard, father of predetermined time standards, commented similarly in 1959: "Before you can control, you must be able to measure what you want done." It should follow, then, that if we cannot precisely define a subject we cannot properly classify it and accurately rationalize it. Happily, this conclusion does not necessarily follow in the management field. Managers and students of management alike *do* muddle through. One way or another, they find sufficient agreement about meanings so as to establish universal principles and broadly useful practices and techniques.

It is especially difficult to reach a standard (or consensus) for management terms because of their unique origin. Management is widely practiced and has its source in many countries and cultures and languages. Furthermore, it is derived from and grows from many disciplines or fields such as the social and physical sciences, mathematics and statistics, economics and philosophy, and language and communications. It is truly multidisciplinary in character and thus resists the efforts to place its elements under universal restraints, even those imposed by terminology.

Where possible, however, the contributors have respected the efforts to standardize management terms. They have drawn on the works of those professional societies that have developed glossaries of terms acceptable to their members (notably the American Institute of Industrial Engineers, which has a published standard) and on the efforts of the accounting profession to develop standard practices based upon agreement on definitions of terms. They have also consulted the hundreds of textbooks and occasional management dictionaries which have separately tried to solve the problem. In the main, however, the standard for a great many terms remains the basic dictionaries of the English language. Our instruction to authors was to define only those terms for which the established dictionary definition was inadequate or misleading. Accordingly, most terms with a meaning unique to management or its practice are italicized in the text (or appear as free-standing entries), with their definition following immediately.

Indexing The arrangement of entries is alphabetical and is self-indexing. This is based upon the original decision to arrange this work alphabetically rather than according to disciplines or functional fields. Because of the many disciplines involved, it makes sense, but it cannot be denied that management and business subjects do not lend themselves easily to alphabetizing. For this reason, every effort has been made to assist the reader in finding the specific subject matter desired.

Lester R. Bittel

HOW TO FIND WHAT YOU ARE LOOKING FOR

Terms, definitions, subjects, and subject “fields” can be located by following one, or all, of four different search approaches.

1. *Search the main pages of the text alphabetically.* Some 2000 major entries and reference entries are arranged in alphabetical sequence. You will find the term or subject you are seeking listed

a. as a major entry, for example:

Network planning methods

b. or as a reference entry, for instance:

Dummy activities (*See* NETWORK PLANNING METHODS)

2. *Check the “See also” listing at the end of each entry.* The items set in small capital letters direct you to other closely related entries in which similar terms or subjects are discussed from another point of view. The items set in italic type refer you to the Table of Contents and Subject Locator Guide (item 3 below).

3. *Consult the Table of Contents and Subject Locator Guide.* This appears on pages x–xxi. There are 48 locators covering the most important subject fields in management and business. Under each heading are given the major entries that are particularly relevant to the subject field. For example, under *Budgets and Budgeting*, 19 entries are suggested as being especially useful. Other entries also contain pertinent information for this field, and they can be found by looking in the index.

4. *Search the comprehensive index in the back of the book.* Approximately 25,000 items are listed there. They are cross-referenced in about every reasonable variation of term or subject matter, including proper names of people, organizations, and places.

TABLE OF CONTENTS AND SUBJECT LOCATOR GUIDE

This table lists in alphabetical order 48 vital areas of managerial concern. Under each of the 48 headings is a list of the major entries in the encyclopedia that contain information most relevant to the heading. Entries in the list are found in alphabetical sequence within the main pages of this volume.

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Accounting, cost analysis and control
Accounting, financial
Accounting, human resources (assets)
Accounting, whole-dollar
Accounting for managerial control
Auditing, financial
Budgets and budget preparation
Control systems, management
Financial statement analysis
Information systems, management (MIS), applied
Inventory control, purchasing and accounting aspects
Leasing, equipment
Marginal income analysis
Product and service pricing
Productivity
Tax management, managerial responsibility for federal income tax reporting

Administrative (Office) Management

Administrative management
Computer systems

Control systems, management
Credit management
Data processing principles and practices
Forms design and control
Information systems, management (MIS)
Information systems, management (MIS), applied
Manuals, policy and procedures
Office space planning and design
Paper work simplification
Records management
Security management
Systems and procedures
Telecommunications
Word processing

Behavior in Organization

Attitude surveys
Behavioral models
Communications, employee
Communications, organizational
Conformity in management
Counseling, employee
Discipline
Health, executive, managing stress and job tension

Health, mental
Hygiene factors
Innovation and creativity
Interpersonal relationships
Laboratory (sensitivity) training
Leadership
Minorities, management of and equal employment opportunity
Motivation in organizations
Negotiating
Older employees, management of
Organization analysis and planning
Organization development (OD)
Power and influence
System 4
Theory X and Theory Y
Transactional analysis
Women in industry
Women in management
Work, concept and implications
Work design, job enlargement, job enrichment, job design, and autonomous work groups
Younger employees, management of

Budgets and Budgeting

Accounting, cost analysis and control
Accounting, financial
Accounting for managerial control
Auditing, financial
Budgeting, capital
Budgeting, capital, special problems of
Budgets and budget preparation
Control systems, management
Financial management
Information systems, management (MIS), applied
Marginal income analysis
Objectives and goals
Planning, strategic managerial
Policy formulation and implementation
Production planning and control
Profit improvement
Program budgeting (PPBS)
Program planning and implementation
Zero-base budgeting

Communications, Internal and External

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Appraisal, performance

Attitude surveys
Communications, employee
Communications, nonverbal
Communications, organizational
Conference leadership
Conferences and meetings, planning for
Counseling, employee
Information systems, management (MIS)
Interviewing, employee
Manuals, policy and procedures
Marketing information systems
Negotiating
Public and community relations
Shareholder relationships
Suggestion systems
Technology exchange
Writing for business

Compensation and Incentive Plans

Appraisal, performance
Compensation, employee benefit plans
Compensation, executive
Compensation, sales
Compensation, special plans
Compensation, wage and salary policy and administration
Four-day week
Human resources (work force) planning
Job analysis
Job evaluation
Labor legislation
Labor-management relations
Personnel administration
Productivity
Rucker plan
Scanlon plan
Temporary help
Wages and hours legislation
Work hours, flexible
Work measurement

Controls and Control Systems

Accounting, cost analysis and control
Accounting for managerial control
Audit, management
Auditing, financial
Budgeting, capital
Budgets and budget preparation
Conformity in management

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Financial management
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Information systems, management (MIS), applied
Inventory control, physical and stockkeeping
Inventory control, purchasing and accounting aspects
Line of balance (LOB)
Network planning methods
Objectives, management by (MBO)
Production planning and control
Project and task force management
Quality management
Scheduling, short-interval
Standards and standardization programs
Work measurement

Costs and Cost Improvement

Accounting, cost analysis and control
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Auditing, financial
Budgets and budget preparation
Cost-benefit analysis
Cost improvement
Engineering, industrial
Financial management
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Paper work simplification
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Profit improvement
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Advertising management, industrial
Arbitration, commercial
Associations, trade and professional
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Consumerism and consumer protection legislation

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Marketing of services, professional
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Sales management

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Planning, strategic managerial
Planning, strategic planning models
Planning under uncertainty
Policy formulation and implementation
Risk analysis and management
Statistical analysis for management

Development and Training

Accounting, human resources (assets)
 Affirmative action
 Appraisal, performance
 Assertiveness training
 Assessment center method
 Attitude surveys
 Behavioral models
 Conference leadership
 Conferences and meetings, planning for
 Continuing education unit (CEU)
 Counseling, employee
 Development and training, career path planning for managers
 Development and training, employee
 Development and training, management
 Development and training, university executive programs
 Human resources (work force) planning
 Job analysis
 Organization development (OD)
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 Testing, psychological
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Distribution and Transportation

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 Inventory control, purchasing and accounting aspects
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