
Encyclopedia of Professional Management

Volume 1

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

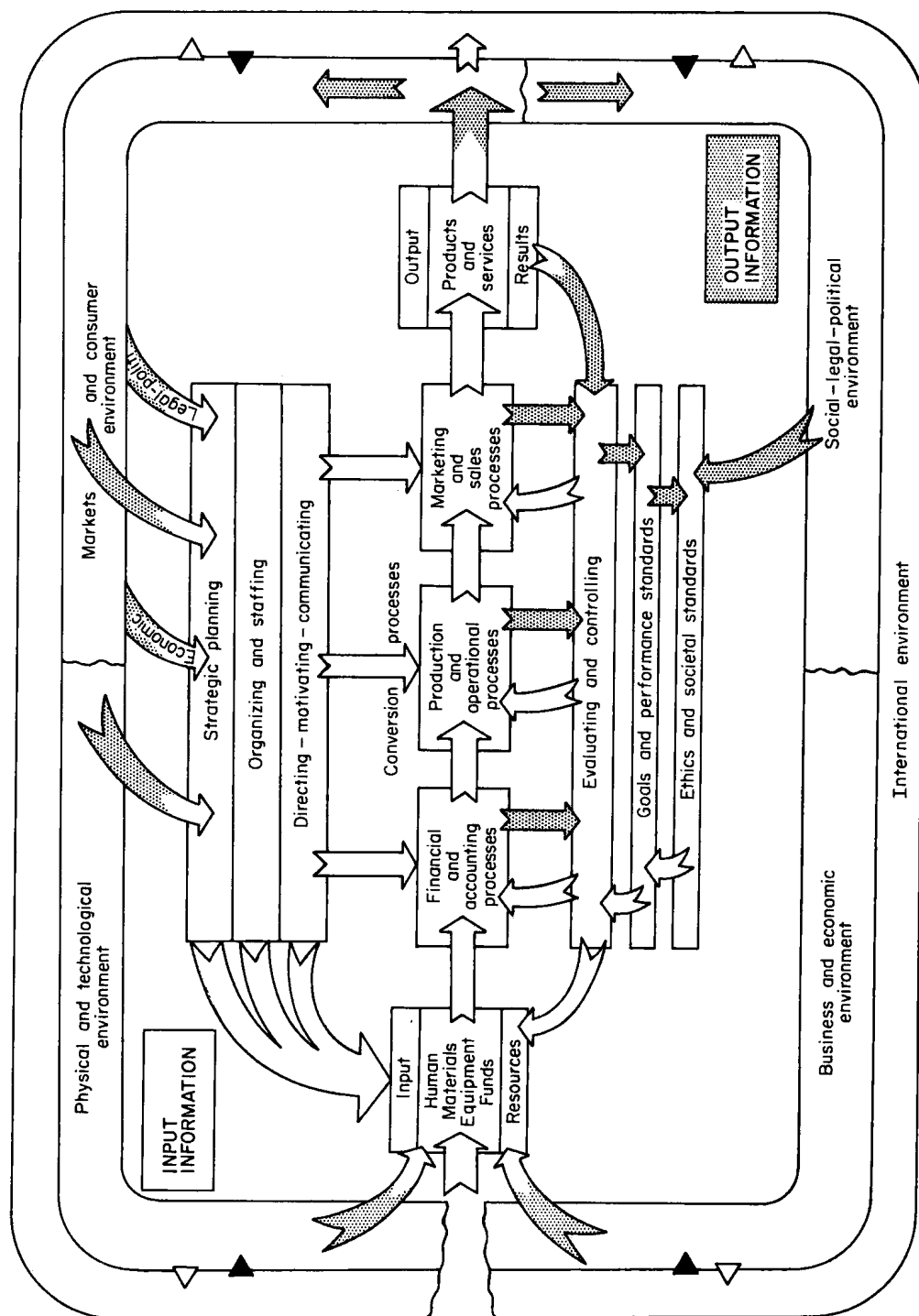


Fig. 1. Conceptual rationale for determining scope of subject matter.

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

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.

Accounting for Managerial Control

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

Table of contents and subject locator guide

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

Advertising concepts
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

Control systems, management
 Credit management
 Exception, management by
 Financial management
 Gantt charts
 Information systems, management (MIS)
 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
 Audit, management
 Auditing, financial
 Budgets and budget preparation
 Cost-benefit analysis
 Cost improvement
 Engineering, industrial
 Financial management
 Marginal income analysis
 Paper work simplification
 Product and service pricing
 Productivity
 Profit improvement
 Risk analysis and management
 Tax management, managerial responsibility for federal income tax reporting
 Work measurement
 Work sampling
 Work simplification and improvement

Customer Relations

Advertising concepts
 Advertising management, industrial
 Arbitration, commercial
 Associations, trade and professional
 Brands and brand names
 Consumer behavior, managerial relevance of
 Consumerism and consumer protection legislation

Franchising
 International trade
 Market analysis
 Marketing, industrial
 Marketing of services
 Marketing of services, professional
 Marketing research
 Markets, classifications and market analysis
 Product liability
 Product and service pricing
 Public and community relations
 Sales management

Data Processing Management

Computer systems
 Data processing principles and practices
 Forms design and control
 Information systems, management (MIS)
 Information systems, management (MIS), applied
 Information systems, management (MIS), in large organizations
 Inventory control, purchasing and accounting aspects
 Marketing information systems
 Materials requirements planning (MRP)
 Paper work simplification
 Production planning and control
 Records management
 Systems and procedures
 Word processing

Decision Making and Problem Solving

Cost-benefit analysis
 Decision-making process
 Information search
 Information systems, management (MIS)
 Information systems, management (MIS), applied
 Innovation and creativity
 Inventory control, purchasing and accounting aspects
 Management theory, science, and approaches
 Marginal income analysis
 Operations research and mathematical modeling
 Planning, planned management of turbulent change
 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)
Professionalism in management
Programmed instruction
Simulations, business and management
Societies, professional
Testing, psychological
Transactional analysis

Distribution and Transportation

Distribution, physical
Inventory control, physical and stockkeeping
Inventory control, purchasing and accounting aspects
Logistics, business
Marketing, channels of distribution
Materials handling
Materials management
Materials requirements planning (MRP)
Planning, strategic planning models
Purchasing management
Site selection

Economic Factors

Commodity markets
Competition
Economic concepts
Economic measurements
Economic systems
Employment and unemployment

Exchange, foreign, management of
Forecasting business conditions
Input-output analysis
International trade
Markets, public
Markets, securities
Markets, stock indicator series
Product and service pricing
Productivity
Profits and profit making
Risk analysis and management
Standard industrial classifications
Standard metropolitan statistical areas
System dynamics
Value-added tax

Environmental Factors

Community planning legislation
Competition
Consumer behavior, managerial relevance of
Consumerism and consumer protection legislation
Egalitarianism
Employment and unemployment
Energy resources, management of
Environment, physical
Environmental protection legislation
Forecasting business conditions
Government regulations (see Table of Contents heading)
Planning, planned management of turbulent change
Planning under uncertainty
Public and community relations
Risk analysis and management
Social responsibility of business
System concept, total
System dynamics
Technology, management implications
Value systems

Facilities and Equipment Management

Automation
Budgeting, capital
Design, industrial
Distribution, physical
Energy resources, management of
Engineering management
Environment, physical
Facilities and site planning and layout
Human factors engineering
Insurance and risk management

Inventory control, physical and stockkeeping
Leasing, equipment
Maintenance management
Material handling
Office space planning and design
Plant engineering management
Production processes
Real estate management, corporate
Safety and health management, employee
Security management
Site selection
Work simplification and improvement

Financial and Investment Management

Accounting, financial
Acquisitions and mergers
Arbitration, commercial
Audit, management
Auditing, financial
Budgeting, capital
Budgeting, capital special problems of
Budgets and budget preparation
Control systems, management
Cost improvement
Credit management
Exchange, foreign, management of
Financial management
Financial management, bank relationships
Financial management, capital structure and dividend policy
Financial management, short-term, intermediate, and long-term financing
Financial management, working capital control
Financial ratio analysis
Financial statement analysis
Forecasting business conditions
Information systems, management (MIS), applied
Insurance and risk management
Inventory control, purchasing and accounting aspects
Leasing, equipment
Marginal income analysis
Markets, securities
Markets, stock indicator series
Ownership, legal forms of
Patents and valuable intangible rights
Profit improvement
Profits and profit making
Risk analysis and management
Securities and Exchange Commission (SEC)
Shareholder relationships

Tax management, managerial responsibility for federal income tax reporting

Government Regulations and Laws Affecting Management and Business

Affirmative action
Auditing, financial
Boards of directors, legal liability guidelines
Brands and brand names
Community planning legislation
Consumerism and consumer protection legislation
Credit management
Distribution, physical
Environmental protection legislation
ERISA
Exchange, foreign, management of
Financial statement analysis
Government regulations, business law
Government regulations, federal regulation of competition
Government regulations, Uniform Commercial Code
International trade
Labor legislation
Legal affairs, management of corporate
Markets, securities
Minorities, management of and equal employment opportunity
Ownership, legal forms of
Patents and valuable intangible rights
Product and service pricing
Product liability
Real estate management, corporate
Regulated industries, management of
Safety and health management, employee
Securities and Exchange Commission (SEC)
Tax management, managerial responsibility for federal income tax reporting
Telecommunications
Testing, psychological
Wages and hours legislation

Government Relations and Services

Associations, trade and professional
Cost-benefit analysis
Economic systems
Egalitarianism
Employment and unemployment
Government relations and services
Health services, planning for

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Markets, public
Productivity
Program planning and implementation
Public administration
Public and community relations
Regulated industries, management of
Small Business Administration
Social responsibility of business
Tax management, managerial responsibility for federal income tax reporting
Technology exchange
Zero-base budgeting

Health and Health Management

Compensation, employee benefit plans
Counseling, employee
Health, executive, managing stress and job tension
Health, mental
Health institutions, management of
Health services, planning for
Hospital administration
Human factors engineering
Insurance and risk management
Older employees, management of
Personnel administration
Safety and health management, employee
Social responsibility of business

Human Resources Management

Affirmative action
Appraisal, performance
Assessment center method
Counseling, employee
Development and training, career path planning
Development and training, employee
Development and training, management
Employment and unemployment
Health, executive, managing stress and job tension
Health, mental
Human factors engineering
Human resources (work force) planning
Minorities, management of and equal employment opportunity
Older employees, management of
Personnel administration
Productivity
Search and recruitment, executive
Social responsibility of business
Testing, psychological

Women in industry
Women in management
Work, concept and implications
Work design, job enlargement, job enrichment, job design, and autonomous work groups
Work hours, flexible
Younger employees, management of

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Consultants, management
Cost improvement
Decision-making process
Forms design and control
Gantt charts
Innovation and creativity
Line balancing
Line of balance (LOB)
Marginal income analysis
Materials requirements planning (MRP)
Network planning methods
Office space planning and design
Paper work simplification
Profit improvement
Records management
Scheduling, short-interval
Systems and procedures
Time management
Value analysis
Word processing
Work design, job enlargement, job enrichment, job design, and autonomous work groups
Work measurement
Work sampling
Work simplification and improvement

Information Systems

Accounting for managerial control
Communications, organizational
Computer systems
Control systems, management
Data processing principles and practices
Exception, management by
Information search
Information systems, management (MIS)
Information systems, management (MIS), applied
Information systems, management (MIS), in large organizations

Manuals, policy and procedures
Marketing information systems
Operations research and mathematical modeling
Planning, strategic managerial
Program planning and implementation
System concept, total
Systems and procedures
Telecommunications
Word processing

Institutional and Public Administration

College and university administration
Cost-benefit analysis
Government relations and services
Health institutions, management of
Health services, planning for
Hospital administration
Hospitality management
Not-for-profit organizations, management of
Program budgeting (PPBS)
Program planning and implementation
Public administration
Zero-base budgeting

International Operations

Codetermination and industrial democracy
Consortium
Developing countries, management in
Economic systems
Europe, management in western
Exchange, foreign, management of
International operations and management in multinational companies
International trade
Japanese industries, management in
Ombudsman

Labor-Management Relations

Arbitration, labor
Codetermination and industrial democracy
Compensation, employee benefit plans
Compensation, special plans
Compensation, wage and salary policy and administration
ERISA
Four-day week
Labor legislation

Labor-management relations
Labor (trade) unions
Minorities, management of and equal employment opportunity
Personnel administration
Productivity
Safety and health management, employee
Wages and hours legislation

Management Concepts and Definitions

Authority, responsibility, and accountability
Boards of directors
Centralization and decentralization
Committees
Conformity in management
Consultants, management
Delegation
Exception, management by
Ethics, managerial
Gantt Medal awards
Hall of Fame of Business Leadership
Leadership
Management, definitions of
Management, future of
Management, historical development of
Management theory, science, and approaches
Manager, definitions of
Managers, notable business
Officers, corporate
Ownership, legal forms of
Professionalism in management
Societies, professional
Supervisory management
Value systems, management

Marketing and Sales Practices

Advertising concepts
Advertising management, industrial
Brands and brand names
Consumer behavior, managerial relevance of
Consumerism and consumer protection legislation
Credit management
Franchising
Government regulations, business law
Government regulations, federal regulation of competition
Government regulations, Uniform Commercial Code

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- International trade
- Leasing, equipment
- Market analysis
- Marketing, channels of distribution
- Marketing, industrial
- Marketing information systems
- Marketing management
- Marketing of services
- Marketing of services, professional
- Marketing research
- Markets, classifications and market analysis
- Patents and valuable intangible rights
- Product liability
- Product planning and development
- Product and service pricing
- Retailing management
- Sales management

Markets for Products and Services

- Commodity markets
- Competition
- Distribution, physical
- Economic concepts
- Exchange, foreign, management of
- Input-output analysis
- International trade
- Market analysis
- Marketing, channels of distribution
- Marketing, industrial
- Markets, classifications and market analysis
- Markets, public
- Markets, securities
- Product planning and development
- Product and service pricing
- Standard industrial classifications
- Standard metropolitan statistical areas

Money and Capital: Sources and Control

- Acquisitions and mergers
- Auditing, financial
- Budgeting, capital
- Budgeting, capital, special problems of
- Consortium
- Credit management
- Exchange, foreign, management of
- Financial management, bank relationships
- Financial management, short-term, intermediate,
and long-term financing
- Financial management, working capital control

- Financial ratio analysis
- Financial statement analysis
- Markets, securities
- Markets, stock indicator series
- Securities and Exchange Commission (SEC)

Motivation and Leadership

- Assessment center method
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- Behavioral models
- Competition
- Conformity in management
- Delegation
- Discipline
- Hygiene factors
- Innovation and creativity
- Interpersonal relationships
- Leadership
- Management, definitions of
- Management theory, science, and approaches
- Managerial grid
- Motivation in organizations
- Power and influence
- System 4
- Theory X and Theory Y
- Transactional analysis
- Work, concept and implications
- Work design, job enlargement, job enrichment, job
design, and autonomous work groups

Objectives and Goals

- Appraisal, performance
- Budgets and budget preparation
- Forecasting business conditions
- Objectives, management by (MBO)
- Objectives and goals
- Organization development (OD)
- Planning, strategic managerial
- Policy formulation and implementation
- Program planning and implementation
- Standards and standardization programs

Organizing and Organizations

- Audit, management
- Authority, responsibility, and accountability
- Boards of directors
- Centralization and decentralization
- Committees

- Delegation
- Job analysis
- Management theory, science, and approaches
- Objectives and goals
- Officers, corporate
- Organization analysis and planning
- Organization development (OD)
- Organization structures and charting
- Ownership, legal forms of
- Planning, strategic managerial
- Policy formulation and implementation
- Supervisory management
- Work, concept and implications
- Work design, job enlargement, job enrichment, job design, and autonomous work groups

Ownership

- Boards of directors
- Boards of directors, legal liability guidelines
- Committees
- Consortium
- Financial management, capital structure and dividend policy
- Legal affairs, management of corporate
- Management, definitions of
- Officers, corporate
- Ownership, legal forms of
- Profits and profit making
- Shareholder relationships
- Syndicates

Personnel Administration

- Appraisal, performance
- Attitude surveys
- Communications, employee
- Compensation, employee benefit plans
- Compensation, wage and salary policy and administration
- Development and training, employee
- Development and training, management
- Employment process
- Human resources (work force) planning
- Interviewing, employee
- Job analysis
- Job evaluation
- Labor legislation
- Labor-management relations
- Minorities, management of and equal employment opportunity
- Personnel administration

- Safety and health management, employee
- Suggestion systems
- Temporary help
- Testing, psychological
- Wages and hours legislation
- Work, concept and implications
- Work design, job enlargement, job enrichment, job design, and autonomous work groups
- Work hours, flexible

Planning and Policy Making

- Budgets and budget preparation
- Facilities and site planning and layout
- Forecasting business conditions
- Gantt charts
- Health services, planning for
- Human resources (work force) planning
- Innovation and creativity
- Learning (experience) curves
- Line balancing
- Manuals, policy and procedures
- Market analysis
- Materials requirements planning (MRP)
- Network planning methods
- Objectives and goals
- Office space planning and design
- Operations research and mathematical modeling
- Organization analysis and planning
- Organization development (OD)
- Planning, planned management of turbulent change
- Planning, strategic managerial
- Planning, strategic planning models
- Planning under uncertainty
- Policy formulation and implementation
- Product planning and development
- Production planning and control
- Program budgeting (PPBS)
- Program planning and implementation
- Research and development management
- Risk analysis and management
- Scheduling, short-interval

Product and Services Development

- Brands and brand names
- Consumer behavior, managerial relevance of
- Consumerism and consumer protection legislation
- Design, industrial
- Human factors engineering
- Information search
- Innovation and creativity