

# Contents

<b>Contributors</b>	xiv
<b>Introduction</b> Daniel Goleman	xxx
<b>User's Guide</b>	xxxiv

## BEST PRACTICE

<b>Management in the 21st Century</b> Tom Brown	5
--	---

## PEOPLE/CULTURE

<b>Viewpoint:</b> Stan Davis and Christopher Meyer	9
<b>Action Learning</b> George Boulden	12
<b>Making Rewards and Recognition a 'Whole-Person' Experience</b> R. Brayton Bowen	14
<b>Downsizing with Dignity</b> Alan Downs	16
<b>Managing Stress</b> Cary Cooper and Susan Cartwright	18
<b>Fringe Benefits</b> John Fisher	21
<b>Making Performance Appraisals a Win-win Experience</b> Patrick Forsyth	23
<b>Improving Company Performance with an Older Work Force</b> Beverly Goldberg	25
<b>Viewpoint:</b> Fons Trompenaars	27
<b>Boosting Business Success through Diversity</b> Debbe Kennedy	29
<b>Making the Workplace Flex, Not Break</b> Kenneth Murrell	31
<b>Finding and Keeping Top Talent</b> Philip Sadler	33
<b>Managing Today's Angry Workforce</b> Florence Stone	35
<b>Creating Fun in the Workplace</b> Leslie Yerkes	37
<b>Generation Veneration</b> Ron Zemke	39
<b>Viewpoint:</b> Christopher Locke	41
<b>SQ: Investing in Spiritual Capital</b> Danah Zohar	43
<b>Viewpoint:</b> Christopher Bartlett	45
<b>Tackling Sexual Harassment in the Workplace</b> Ann Covey and Michael Morris	47
<b>Managing Intellectual Capital</b> Leif Edvinsson	49
<b>Making Cultures Behave</b> Robert Heller	51
<b>MARKETING</b>	
<b>Viewpoint:</b> Philip Kotler	53
<b>Managing 1:1 Marketing</b> Drayton Bird	55
<b>Relating to the Public</b> Robert Leaf	57
<b>How to Plan Marketing</b> Malcolm McDonald	59

<b>Marketing: The Importance of Being First</b>	Al Ries and Laura Ries	61
<b>Creating Powerful Brands</b>	Paul Stobart	63
<b>Managing the Customer Viewpoint:</b>	Merlin Stone	65
	Patty Seybold	67
<b>Viewpoint:</b>	Joe Pine	69
<b>Delivering and Delighting—A New Spirit at Work</b>	Richard Whiteley	71
<b>Marketing to the ‘Real-time’ Consumer</b>	Regis McKenna and Geoffrey Mott	73
<b>Viewpoint:</b>	Charles Handy	75
<b>STRATEGY/COMPETITION</b>		
<b>The Second Coming of Service</b>	Karl Albrecht	77
<b>Organic Growth versus Acquisition</b>	Peter Bebb	79
<b>Why Mergers Fail and How to Prevent It</b>	Susan Cartwright	81
<b>Infusing a Company with Cutting-edge Strategy</b>	Oren Harari	83
<b>Maximising a New Strategic Alliance</b>	Peter Killing	85
<b>Viewpoint:</b>	Jean-Claude Larréché	87
<b>Outsourcing</b>	Ronan McIvor	89
<b>The Power of Identity</b>	Wally Olins	91
<b>Switching Strategies</b>	Louis Patler	93
<b>Power Struggling and Power Sharing</b>	Jonas Ridderstråle	95
<b>Globalisation and Business Strategy</b>	Alan Rugman	97
<b>The New Frontiers in Old-economy Industries</b>	Adrian Slytwtzky and David Morrison	99
<b>Corporate-level Strategy</b>	David Sadtler	101
<b>Strategic Agility</b>	John Wells	103
<b>Viewpoint:</b>	Watts Wacker and Ryan Mathews	105
<b>FINANCE</b>		
<b>The Human Value of Enterprise</b>	Andrew Mayo	107
<b>Return on Talent</b>	Subir Chowdhury	109
<b>Competing on Costs</b>	Dinna Louise Dayao	111
<b>Environmental Management</b>	John Elkington	113
<b>Human Capital</b>	Edward Gordon	115
<b>Budgeting</b>	Jeremy Hope, Robin Fraser, and Peter Bunce	117
<b>Finding and Keeping the Best Talent in the World</b>	Richard Leider	119
<b>Creating Value through People</b>	David Maister	121

<b>Allocating Corporate Capital Fairly</b>	
John Mariotti	123
<b>Intrapreneurial Warriors versus Traditional Managers</b>	
Gifford Pinchot	125
<b>Managing 21st Century Finances</b>	
Terry Carroll	127
<b>Avoiding the Mistakes of the Past: Lessons from the Start-up World</b>	
James Schrager	129
<b>Why EVA Is the Best Measurement Tool for Creating Shareholder Value</b>	
Erik Stern	131
<b>Viewpoint:</b> Peter Bernstein	133
<b>Managing by the Open Book</b>	
John Case	135
<b>Viewpoint:</b> John Seely Brown	137
<b>IT/INFORMATION MANAGEMENT</b>	
<b>Enterprise Information Systems</b>	
Thomas Davenport	139
<b>Developing an Internet-era Mindset throughout the Organisation</b>	
John Nirenberg	141
<b>Integrating Real and Virtual Strategies</b>	
David Stauffer	143
<b>The Business Web</b>	
Don Tapscott	145
<b>Viewpoint:</b> Jeffrey F. Rayport	147
<b>Making B2B Your New Operational Standard</b>	
Mike Cunningham	150
<b>Data Mining</b>	
Michael Griggs and Maggie Kennedy	152
<b>Marketspaces</b>	
Jeffrey F. Rayport	154
<b>Creating a Company Website to Reflect Your Company</b>	
Gerry McGovern	157
<b>Intellectual Capital</b>	
Thomas Stewart	159
<b>Viewpoint:</b> David Weinberger	161
<b>Viewpoint:</b> Tom Petzinger	163
<b>SYSTEMS</b>	
<b>Project Management</b>	
Robert Buttrick	165
<b>Virtual Collaboration</b>	
Stewart Clegg, Antoine Hermens, and Salvador Porras	167
<b>Integrating Technology into Business Processes</b>	
Donryn Dewar and Melanie Ellis	169
<b>Managing by Individual Objectives</b>	
Richard Handscombe	171
<b>The True Total Quality</b>	
Masaaki Imai	173
<b>The Good, the Fad, and the Ugly</b>	
Lucy Kellaway	175
<b>Preventing Corporate Systems from Holding You Back</b>	
Leslie Kossoff	177

<b>Facilities Management</b>	
Keith Alexander	179
<b>Working from the Outside In</b>	
Bill Jensen	181
<b>Lean Manufacturing</b>	
Daniel Jones	183
<b>Getting All Your People Committed to Change and Transformation</b>	
John Smythe	185
<b>Managing the Challenge of E-service</b>	
Christopher Voss	188
<b>Viewpoint:</b>	190
Sumantra Ghoshal	
<b>STRUCTURE</b>	
<b>The Critical Factors That Build or Break Teams</b>	
Meredith Belbin	192
<b>Groundhog Management</b>	
Robert Fritz	194
<b>Retaining Employees</b>	
Beverly Kaye and Sharon Jordan Evans	196
<b>Keeping Control in Nonhierarchical Organisations</b>	
Karin Klenke	198
<b>Managing in a 24/7 Organisation</b>	
Thomas Koulopoulos	200
<b>Self-managed Teams: How They Succeed or Fail</b>	
Andrew Leigh and Michael Maynard	202
<b>Workers without Borders: Creating Bonds When Workers Have No Loyalty</b>	
Perry Pascarella	204
<b>Converting Anonymity into Participation in a Membership Organisation</b>	
Jane Galloway Seiling	206
<b>Overcoming the Difficulties of Managing a Virtual Organisation</b>	
Jim Underwood	208
<b>Re-organising the Firm without Destroying It</b>	
Colin Price	210
<b>LEADERSHIP</b>	
<b>Viewpoint:</b>	212
Warren Bennis	
<b>Emotional Intelligence and Leadership</b>	
Rick Lash	214
<b>Who's Guiding Your Corporate Destiny?</b>	
Don Blohowiak	216
<b>Deciding Key Operational Questions</b>	
Mark Brown	218
<b>Boardroom Roles</b>	
Adrian Cadbury	220
<b>Really Leading: Leadership That Is Authentic, Conscious, and Effective</b>	
Debashis Chatterjee	222
<b>Viewpoint:</b>	224
Noel Tichy	
<b>Leadership</b>	226
Peter de la Billiere	
<b>How to Walk on the Leading Edge without Falling off the Cliff</b>	
Judith Neal	229
<b>Business Ethics</b>	
Sue Newell	231
<b>New Role Models for Enlightened Leadership</b>	
Charles R. Day	233
<b>Viewpoint:</b>	235
Jim Collins	

<b>Breaking the Glass Ceiling</b>	
Katherine Hammer	237
<b>Governing the Corporation</b>	
Hugh Parker	239
<b>Viewpoint: Henry Mintzberg</b>	241
<b>RENEWAL/GROWTH</b>	
<b>Investing in Technology</b>	
Steve Bone	243
<b>X-engineering Success</b>	
James Champy	245
<b>Creating Strategic Excellence</b>	
Mike Freedman	247
<b>Viewpoint: Michael Hammer</b>	249
<b>Turnaround Strategies</b>	
John Harvey-Jones	251
<b>Tuning into the Harmonics</b>	
of Management Dorothy Marcic	253
<b>Core versus Context: Managing</b>	
<b>Resources in a Downturn</b>	
Geoffrey Moore	255
<b>Snapping Managerial Inertia</b>	
Jeffrey Pfeffer and Robert Sutton	257
<b>The Future of Money</b>	
Bernard Lietaer	259
<b>Competitor Analysis: From</b>	
<b>Data to Insight</b> Liam Fahey	261
<b>Viewpoint: Peter Leyden</b>	
and Peter Schwarz	263
<b>Now!—The Role of Urgency</b>	
<b>in Creating Positive Change</b>	
John Reh	265
<b>Scenario Planning</b> Gill Ringland	267
<b>Managing the End of Growth</b>	
Robert Tomasko	269
<b>Creating Corporate Creativity</b>	
Edward de Bono	271
<b>Viewpoint: Margaret Wheatley</b>	273
<b>Managing New Product Portfolios</b>	
Robert Cooper and Scott Edgett	275
<b>Managing Dynamic Change</b>	
Robert Heller	277
<b>Why Managers Need Futurists</b>	
Marie-Therese Hoppe	279
<b>PRODUCTIVITY</b>	
<b>Building Great Internal</b>	
<b>Partnerships</b> Chip Bell	281
<b>Raising the Bar: Setting Effective</b>	
<b>Targets</b> Matthew Budman	283
<b>New Yardsticks for Performance</b>	
<b>and Productivity in an E-world</b>	
Peter Cohan	285
<b>Using Management Consultants</b>	
<b>Effectively</b> Steve Markwell	287
<b>Making Loyalty Work</b>	
John Frazer-Robinson	289
<b>Corporate Social Responsibility:</b>	
<b>Are You Giving Back or Just</b>	
<b>Giving Away?</b> Gus Gustafson	291
<b>From Crisis Management to Crisis</b>	
<b>Leadership</b> Ian Mitroff	293

<b>Benchmarking</b> Paul Spenley	295
<b>Matching Pay to Achievement</b> Peter Brown	297
<b>Improving Corporate Profitability through Accountability</b> Mark Epstein and Priscilla Wisner	299
<b>Organisational Learning and Performance</b> Jerry Gilley and Ann Maycunich	301
<b>The Balanced Scorecard</b> Robert Kaplan and David Norton	303
<b>Setting Objectives for a Business</b> Allan Kennedy	305
<b>Profiting from Prices</b> Michal de Kare-Silver	307
<b>Viewpoint:</b> Jim Kouzes	309

## **PERSONAL EFFECTIVENESS**

<b>Emotional Intelligence</b> Cary Cherniss and Daniel Goleman	312
<b>Preventing Your Work Problems from Causing You Stress</b> David Allen	314
<b>Avoiding Your Worst Career Nightmare</b> Martha Finney	316
<b>Brainstorming</b> Jules Goddard	318
<b>Urbane Renewal: Trusting Your Own Wisdom – A Competitive and Satisfying Advantage</b> Cliff Hakim	320
<b>Viewpoint:</b> William Bridges	322
<b>Taking Charge of Your Career</b> Andrew Lambert	324
<b>Mentoring</b> Max Landsberg	326
<b>Coaching</b> Max Landsberg	328
<b>Driving Fear from the Workplace</b> Dick Richards	330
<b>Managing Internal Politics</b> Kathleen Reardon	332
<b>How Managers Stay Up When Times Are Down</b> Paul Stoltz	334
<b>Choosing the Best Training Curriculum</b> Dan Tobin	336
<b>Developing Exceptional Problem- solving Skills</b> Chris Hoenig	338

## **MANAGEMENT CHECKLISTS**

### **PEOPLE MANAGEMENT**

Coaching for Better Performance	344
Conducting a Performance Appraisal	346
Counselling your Colleagues	348
Developing Passive People	350
Empowerment	352
Emotional Intelligence	354
Handling Conflict Situations	356
Introducing Flexible Working into your Organisation	358
Leading from the Middle	360
Managing Absenteeism	362
Managing Staff Turnover and Retention	364

Managing the Plateaued Performer	366
Mentoring in Practice	368
Managing Creativity	370
Motivating Your Staff in a Time of Change	372
Planning Overseas Assignments	374
Redundancy—Breaking the News	376
Steps in Successful Team Building	378
Successful Delegation	380
Undertaking a Disciplinary Interview	382
Using 360-degree feedback	384
Using Your Staff to Mutual Advantage	386
The Psychological Contract	388
Working Out Your Redundancy Package	390

## **PERSONAL EFFECTIVENESS**

Effective Communications:	
Preparing Presentations	392
Effective Communications:	
Delivering Presentations	394
Handling Effective Meetings	396
Managing Your Time Effectively	398
Personal Development Planning	400
Planning Your Retirement	402
Preparing for Appraisal	404
Report Writing	406
Solving Problems	408
Starting a New Job	410
Stress Management: Self First	412
Succeeding As a New Manager	414
The Woman Returner—Getting Back to Work	416
Working Out a Career Plan	418
Work/life balance	420

## **HR/TRAINING**

Training Needs Analysis	422
Evaluating Training	424
Planning a Workshop	426
Planning Assessment and Development Centres	428
Planning the Recruitment Process	430
Attracting and Retaining Women Returners	432
Preparing and Using Job Descriptions	434
Implementing a Job Evaluation Scheme	436
Setting Up a Performance-related Pay Scheme	438
Introducing an Equal Opportunities Policy	440
Implementing a Diversity Management Programme	442
Investing in People	444
Setting Up a Suggestion Scheme	446
Undertaking an Employee Attitude Survey	448
Setting Up Childcare Policies	450
Setting Up a Grievance Procedure	452
Setting Up a Disciplinary Procedure	454

Codes of Ethics	456
-----------------	-----

## **MARKETING**

Developing a Manufacturing Strategy	458
Developing a Strategy for World Class Business	460
Getting Close to the Customer	462
Handling Complaints	464
Moving toward the Virtual Organisation	466
Performing a SWOT Analysis	468
Planning a Conference	470
Preparing a Marketing Plan	472
Producing a Corporate Mission	474
Public Relations Planning	476
Setting Up a Customer Care Programme	478
Setting Objectives	480
Strategic Partnering	482
Strategic Planning	484
Writing a Business Plan	486

## **MANUFACTURING/OPERATIONS**

A Programme for Benchmarking	488
Deciding Whether to Outsource	490
Disaster Planning	492
Effective Purchasing	494
Establishing a Performance Measurement System	496
Health and Safety: Managing the Process	498
Health and Safety: Undertaking a Risk Assessment	500
Implementing a Service Level Agreement	502
Implementing an Effective Change Programme	504
Implementing Business Process Re-engineering	506
Implementing Kaizen	508
Implementing the Balanced Scorecard	510
Managing Projects	512
Preparing for Business Abroad	514
Setting Up an Energy Management Scheme	516
Stock Control	518
Taking Action on the Environment	520
Total Quality: Getting TQM to Work	522
Total Quality: Mapping a TQM Strategy	524
Using Management Consulting Services Effectively	526

## **SMALL BUSINESS**

Cash-flow for the Small Business	528
Drawing Up a Contract of Employment	530
Five Routes to Greater Profitability	532
Franchising Your Business	534
Marketing for the Small Business	536
Starting a Small Business	538



## **BUSINESS PLANNING**

Carrying Out an Information Audit	540
Brainstorming	542
Collecting Debts	544
Controlling a Budget	546
Controlling Costs	548
Controlling Credit	550
Designing Questionnaires	552
Drawing Up a Budget	554
Effective Business Writing	556
Effective Communications:	
Communicating with Groups	558
Gathering Competitive Intelligence	560
Implementing Statistical	
Process Control	562
Internal Audit	564
Making Rational Decisions	566
Open Systems Thinking	568
Planning the Replacement of Software	
Systems	570
Six Sigma	572
Shareholder Value Analysis	574

## **ACTIONLISTS**

### **E-COMMERCE**

The Key Issues of Implementing	
E-commerce	580
How to Deliver Quality Online	
Customer Service and Support	582
How to Implement Customer	
Relationship Management	584
How to Develop a Personalisation	
Strategy for a Website	586
How to Manage Payments Online	588
The Key Principles to Consider When	
Designing a Website	590
How to Set Up a Basic Website	592
How to Build a Website Team	594
How to Add Multimedia to a Website	596
The Key Principles of Website	
Management	598
Day-to-day Maintenance of a Website	600
How to Deal Effectively with	
Computer Viruses	601
How to Implement Effective	
Internet Security	602
How to Outsource Your Website	
Operations	604
How to Host or Select a Hosting	
Company	606
Understanding the Key Principles of	
Content Management	608
How to Make Sure Content Is	
Professionally Created, Edited, and	
Published	610
How to Develop Appropriate Metadata	
and Classification for a Website	612
How to Make a Website Easy	
to Navigate	614
How to Implement an Effective	
Search Process for a Website	616

How to Use the Internet to Create Content Collaboratively	617
Setting Up a Subscription Process	618
Writing Well for the Web	620
Understanding the Key Principles of Internet Marketing	622
Collecting Consumer Data on the Internet	624
How to Deliver the Benefits of Affiliate Marketing on the Web	626
How to Get the Best from Loyalty Programmes on the Web	627
How to Apply a Viral Marketing Approach on the Internet	628
How to Generate Content and Build Loyalty through Online Communities	629
How to Promote Your Website Effectively	630
How to Use E-mail Marketing Effectively	632
How to Get the Best from E-marketplaces	634
How to Make the Most of an Intranet	636
How to Establish an Enterprise Portal	638
Setting Up an Extranet	639
How to Add Value through E-alliances	640
Implementing Effective E-learning within the Organisation	642
How to Use Videoconferencing Effectively	644
Exploring Peer-to-peer (P2P) Commerce	646
Legal Issues in E-commerce	648

## **MARKETING**

Better Communication with Resellers	650
Getting Better Results from Your Agency	652
Integrating Advertising with Other Campaigns	654
Planning an Advertising Campaign	656
Preparing an Agency Brief	658
Measuring Advertising Performance	660
Selecting an Advertising Agency	662
Setting Advertising Objectives	664
Building One-to-one Relationships	666
Building Partnership with Business Customers	668
Communicating Customer Service	670
Handling Customer Incidents	672
Handling Customer Inquiries	674
Increasing Lifetime Customer Value	676
Running a Customer Loyalty Programme	678
Setting Up a Customer Interaction Centre	680
Building a Mailing List	682
Creating Direct Mail Material	684
Improving Direct Mail Response Rates	686

Planning a Direct Marketing Campaign	688
Planning a Customer Event	690
Running a Networked Conference	692
Running a Salesforce Incentive Campaign	694
Designing a Response Mechanism	696
Generating More Leads	698
Converting Leads into Sales	700
Carrying Out Customer Research	702
Getting Competitor Intelligence	704
Involving Customers in Product Development	706
Making Better Use of Customer Data	708
Profiling Decision-Makers	710
Branding a Business Product	712
Raising the Awareness of Business Brands	714
Creating Product Literature	716
Extending a Product	718
Introducing a New Product to Market	720
Planning Corporate Public Relations Campaign	722
Producing a Corporate Brochure	724
Producing Press Material	726
Running a Product Public Relations Campaign	728
Planning Promotions	730
Running a Price Campaign	732
Running Sales Meetings	734
Supporting Campaigns with Telemarketing	736
Dealing with Press Inquiries	738
Managing Retailer Marketing Programmes	740
Offering Customers Self-Service	742

## **PERSONAL DEVELOPMENT**

Finding Your Calling and Living Your Passion—The Dream Job	744
Choosing the Right First Job	746
Identifying Your Marketable Skills	748
Creating Cover Letters That Sell	750
Winning CVs: Creating a Marketing Tool That Gets You the Interview	752
Winning CVs: Preparing Different Types of CV	754
Researching the Job Market	756
How to Network and Market Yourself	758
Building a Fantastic Contact List	760
Preparing for the Job Interview: How to Stand Out from the Crowd	762
Staying Cool in a Panel Interview	764
Answering Tricky Interview Questions	766
Handling Inappropriate Questions in an Interview	768
Understanding Psychometric Tests	770
How to Negotiate Your Salary and Your Benefits	772
Using the Web As a Career Resource	774

Using Lateral Moves to Further Your Career	776
Managing Upwards: Making Your Boss Your Strongest Ally	778
Working with Mentors: Developing Critical Relationships with Powerful People	780
Developing an International Career	782
Getting Promoted: Forget Your Boss, Serve Your Customers	784
Staying Marketable: Identifying Your Transferable Skills	786
Getting Paid What You're Worth: How to Assess Your Value in the Marketplace	788
Successfully Negotiating the Pay Rise You Deserve	790
Managing Dual Career Dilemmas	792
Getting the Most from Your Professional Career Consultant	794
Virtual Jobs: Staying Connected and Visible while Telecommuting	796
Losing Your Job? Survival Strategies for Starting Over	798
Leaving with Style: How to Exit with Dignity	800
Managing Career Transitions: How to Enter an Entirely New Field	802
Creating and Balancing the Portfolio Career	804
Making the Decision to Take a Risky Career Move	806
Working in Interim Management	808
Finding and Working with Search Firms	810
Downshifting: Working Less and Enjoying It More	812
Freelancing: Setting Up As a Free Agent	814
Setting Up and Maintaining Your Home Office	816
Assessing Your Entrepreneurial Profile: Do You Have What It Takes?	818
Preparing for Retirement with Dignity and Grace	820

## **ACCOUNTING AND FINANCE**

Calculating Asset Turnover	822
Calculating Annual Percentage Rate	822
Calculating Bond Yield	823
Calculating Book Value	823
Calculating Contribution Margin	824
Calculating Conversion Price	825
Calculating Conversion Ratio	825
Calculating Days Sales Outstanding	826
Calculating Debt-to-Capital Ratio	827
Calculating Debt-to-Equity Ratio	828
Calculating Debtor and Creditor Days	828
Calculating Payback Period	829
Calculating Efficiency and Operating Ratios	830
Calculating Expected Rate of Return	831

Calculating Elasticity	831
Calculating Future Value	832
Calculating Internal Rate of Return	832
Calculating Marginal Cost	833
Calculating Net Present Value	834
Calculating Rate of Return	835
Calculating Return on Sales	835
Calculating Return on Assets	836
Calculating Return on Investment	837
Calculating Return on Shareholders' Equity	837
Calculating Alpha and Beta Value of a Security	838
Calculating the Future Value of an Annuity	839
Calculating Working Capital Productivity	839
Calculating Risk-adjusted Rate of Return	840
Calculating Economic Value Added	841
Calculating Exchange Rate Risk	842
Calculating Total Return	843
Calculating Price/Earnings (P/E) Ratio	844
Calculating the Current Price of a Bond	844
Calculating Asset Utilisation	845
Calculating Accounts Receivable Turnover	846
Calculating a Capital Asset Pricing Model	847
Calculating Current Ratio	848
Calculating the Reserve Ratio	848
Calculating Capitalisation Ratios	849
Calculating Acid-test Ratio	850
Calculating Convertible Preference Shares	851
Creating a Balance Sheet	852
Creating a Profit and Loss Account	853
Creating a Cash-Flow Statement	854
Reading a Balance Sheet	855
Reading a Profit and Loss Account	857
Reading a Cash-Flow Statement	859
Defining Assets	860
Calculating the Cost of Goods Sold (COGS)	861
Calculating Working Capital	862
Calculating Goodwill and Patents	863
Calculating Yield	863
Reading an Annual Report	864
Calculating Depreciation	866
Calculating Enterprise Value	868
Calculating Amortisation	869
Calculating Activity-based Costing	870
Calculating Price/Sales (P/S) Ratio	872
Distinguishing between a Finance and an Operating Lease	873
Calculating Borrowing Costs and Capitalisation	874
Reading the Financial Pages	875
Calculating EBITDA	877
Calculating Dividend Cover	878

Calculating Interest Cover	879
Calculating Earnings per Share	880

## MANAGEMENT LIBRARY

<b>Action Learning</b> by Reg Revans	886
<b>Administrative Behavior</b> by Herbert Simon	887
<b>The Age of Discontinuity</b> by Peter Drucker	888
<b>The Age of Unreason</b> by Charles Handy	889
<b>The Art of Japanese Management</b> by Richard Pascale & Anthony Athos	890
<b>The Art of War</b> by Sun Tzu	891
<b>A Behavioral Theory of the Firm</b> by Richard Cyert & James March	892
<b>BLUR</b> by Stan Davis & Christopher Meyer	893
<b>The Borderless World</b> by Kenichi Ohmae	894
<b>Built to Last</b> by James Collins & Jerry Porras	895
<b>A Business and Its Beliefs</b> by Thomas Watson Jr	896
<b>The Change Masters</b> by Rosabeth Moss Kanter	897
<b>The Changing Culture of a Factory</b> by Elliot Jaques	898
<b>Competing for the Future</b> by Gary Hamel & C.K. Prahalad	899
<b>The Competitive Advantage of Nations</b> by Michael Porter	900
<b>Competitive Strategy</b> by Michael Porter	901
<b>Corporate Strategy</b> by Igor Ansoff	902
<b>Corporate-level Strategy</b> by Michael Goold, Marcus Alexander, & Andrew Campbell	903
<b>Dynamic Administration</b> by Mary Parker Follett	904
<b>The Fifth Discipline</b> by Peter Senge	905
<b>The Functions of the Executive</b> by Chester Barnard	906
<b>General and Industrial Management</b> by Henri Fayol	907
<b>How to Win Friends and Influence People</b> by Dale Carnegie	908
<b>The HP Way</b> by David Packard	909
<b>The Human Problems of an Industrial Civilisation</b> by Elton Mayo	910
<b>The Human Side of Enterprise</b> by Douglas McGregor	911
<b>In Search of Excellence</b> by Tom Peters & Robert Waterman	912
<b>Innovation in Marketing</b> by Theodore Levitt	913
<b>Intellectual Capital</b> by Thomas Stewart	914
<b>Leaders</b> by Warren Bennis & Burt Nanus	915

<b>Leadership</b> by James McGregor Burns	916
<b>The Living Company</b> by Arie de Geus	917
<b>Made in Japan</b> by Akio Morita	918
<b>Management Teams: Why They Succeed or Fail</b> by Meredith Belbin	919
<b>The Managerial Grid</b> by Robert Blake & Jane Mouton	920
<b>Managing</b> by Harold Geneen	921
<b>Managing across Borders</b> by Christopher Bartlett & Sumantra Ghoshal	922
<b>Managing on the Edge</b> by Richard Pascale	923
<b>Marketing Management</b> by Philip Kotler	924
<b>Megatrends</b> by John Naisbitt	925
<b>The Mind of the Strategist</b> by Kenichi Ohmae	926
<b>Moments of Truth</b> by Jan Carlzon	927
<b>Motivation and Personality</b> by Abraham Maslow	928
<b>The Motivation to Work</b> by Frederick Herzberg	929
<b>My Life and Work</b> by Henry Ford	930
<b>My Years with General Motors</b> by Alfred Sloan	931
<b>The Nature of Managerial Work</b> by Henry Mintzberg	932
<b>New Patterns in Management</b> by Rensis Likert	933
<b>On the Economy of Machinery &amp; Manufacture</b> by Charles Babbage	934
<b>Onward Industry</b> by James Mooney & Alan Reily	935
<b>The Organization Man</b> by William Whyte	936
<b>Organisational Culture &amp; Leadership</b> by Edgar Schein	937
<b>Organisational Learning</b> by Chris Argyris & Donald Schön	938
<b>Out of the Crisis</b> by W. Edwards Deming	939
<b>Parkinson's Law</b> by C. Northcote Parkinson	940
<b>The Peter Principle</b> by Laurence Peter	941
<b>Planning for Quality</b> by Joseph Juran	942
<b>The Practice of Management</b> by Peter Drucker	943
<b>The Prince</b> by Niccolò Machiavelli	944
<b>The Principles of Scientific Management</b> by Frederick W. Taylor	945
<b>The Quest for Prosperity</b> by Konosuke Matsushita	946
<b>Reengineering the Corporation</b> by James Champy & Michael Hammer	947
<b>Riding the Waves of Culture</b> by Fons Trompenaars	948

<b>The Rise and Fall of Strategic Planning</b> by Henry Mintzberg	949
<b>Strategy and Structure</b> by Alfred Chandler	950
<b>The Theory of Social and Economic Organisation</b> by Max Weber	951
<b>The Third Wave</b> by Alvin Toffler	952
<b>Toyota Production System</b> by Taiichi Ohno	953
<b>The Wealth of Nations</b> by Adam Smith	954
<b>The Will to Manage</b> by Marvin Bower	955

## **BUSINESS THINKERS**

John Adair	960
Igor Ansoff	962
Chris Argyris	964
R. Meredith Belbin	966
Warren Bennis	968
Kenneth Blanchard	970
Dale Carnegie	972
Alfred Chandler	974
Stephen Covey	976
Philip Crosby	978
W. Edwards Deming	980
Peter Drucker	982
Henri Fayol	986
Mary Parker Follett	988
Henry Gantt	990
Sumantra Ghoshal	992
Frank & Lillian Gilbreth	994
Daniel Goleman	996
Gary Hamel	998
Charles Handy	1000
Frederick Herzberg	1002
Geert Hofstede	1004
Joseph Juran	1006
Rosabeth Moss Kanter	1008
Robert Kaplan	1010
Theodore Levitt	1012
Kurt Lewin	1014
Niccolò Machiavelli	1016
Abraham Maslow	1018
Elton Mayo	1020
Douglas McGregor	1022
Henry Mintzberg	1024
Ikujiro Nonaka	1026
Kenichi Ohmae	1028
Taiichi Ohno	1030
Robert Owen	1032
Richard Pascale	1034
Tom Peters	1036
Michael Porter	1038
C.K. Prahalad	1040
Reg Revans	1042
Edgar Schein	1044
Peter Senge	1046
Adam Smith	1048
Sun Tzu	1050



Genichi Taguchi	1052
F.W. Taylor	1054
Alvin Toffler	1056
Victor Vroom	1058
Max Weber	1060

## MANAGEMENT GIANTS

John Jacob Astor	1062
Jeffery Bezos	1064
Warren Buffett	1066
Andrew Carnegie	1068
Steve Case	1070
Michael Dell	1072
Walter Elias Disney	1074
George Eastman	1076
Thomas Alva Edison	1078
Henry Ford	1080
Bill Gates	1082
Harold Geneen	1084
King Camp Gillette	1086
Andrew Grove	1088
William Randolph Hearst	1090
Milton Hershey	1092
Soichiro Honda	1094
Howard Robard Hughes Jr	1096
Lee Iacocca	1098
Steve Jobs	1100
Ingvar Kamprad	1102
Herb Kelleher	1104
Ray Kroc	1106
Estée Lauder	1108
Henry Robinson Luce	1110
Cyrus McCormick	1112
Konosuke Matsushita	1114
Louis Mayer	1116
J.P. Morgan	1118
Akio Morita	1120
Rupert Murdoch	1122
David Ogilvy	1124
Dave Packard	1126
John Patterson	1128
Arthur Rock	1130
John D. Rockefeller	1132
Anita Roddick	1134
Julius Rosenwald	1136
David Sarnoff	1138
Alfred Sloan Jr	1140
Martha Stewart	1142
Eiji Toyoda	1144
Ted Turner	1146
Theodore Newton Vail	1148
Cornelius Vanderbilt	1150
Samuel Walton	1152
Thomas Watson Sr	1154
Jack Welch	1156
Oprah Winfrey	1158
Robert Woodruff	1160
Frank W. Woolworth	1162

<b>DICTIONARY</b>	1165
-------------------	------

# **WORLD BUSINESS ALMANAC**

## **COUNTRY PROFILES**

World map	1370
World Economy tables and maps	1372
Country profiles	1470–1767
US state profiles	1770–1823
Industry profiles	1825–1896

## **BUSINESS INFORMATION SOURCES**

Accounting	1899
Acquisitions, Takeovers, and Mergers	1901
Advertising	1904
Analytical Techniques and Statistics	1906
Auditing and Management Audit	1907
Bankruptcy and Business Failure	1909
Benchmarking	1911
Budgeting	1913
Business Appraisal and Performance Measurement	1915
Business Ethics and Codes of Practice	1918
Business Plans and Planning	1920
Business Process Re-engineering	1922
Change Management	1924
Coaching, Counselling, and Mentoring	1926
Competences	1929
Competition	1930
Computers, Information Technology, and E-commerce	1932
Conditions of Employment	1934
Conferences and Exhibitions	1937
Consulting Services/Management Consultants	1938
Contingency, Crisis, Disaster Management	1940
Contracts and Contracting	1943
Corporate Culture	1944
Corporate Strategy	1945
Creating a CV	1948
Customer Relations/Service	1950
Decision-making and Problem-solving	1952
Direct Marketing	1955
Diversity	1956
Education Management	1959
Employee Benefits/Compensation	1961
Employee Participation in Management	1963
Employee Relations	1966
Employment Law	1969
Entrepreneurs	1971
Environmental Management	1974
Equal Opportunities	1976
Exporting	1979
Facilities Management	1981
Finding Out What You're Worth: Remuneration/Salary	1983
Flexible Working/Teleworking/ Homeworking	1985

Forecasting and Scenario Planning	1987
Franchising	1988
General Business Information: Online Business Newspapers	1990
General Business Information: Online Financial Info	1991
General Business Information: Online Human Resources	1991
General Business Information: Online Marketing Sources	1992
Health and Safety	1993
Health Services Management	1996
Importing	1998
Information Management	1999
Innovation and Creativity	2001
Intellectual Property	2004
Interfirm Co-operation, Strategic Alliances, Joint Ventures	2006
Internal Communication	2008
International Management, Cross- cultural Management	2010
Interpersonal Communication/ Relations	2012
ISO 9000	2015
Japanese Management Techniques	2016
Job Hunting	2018
Knowledge Management	2019
Leadership	2021
Learning Organisation	2025
Logistics and Distribution	2028
Maintenance	2029
Management Buyouts	2030
Management Development	2031

Management Education: Executive Training	2034
Management Education: MBAs	2036
Management Styles	2037
Management Theorists	2039
Manufacturing Systems	2041
Market Research & Competitor Intelligence	2043
Marketing Management	2046
Meetings	2049
Mission Statements	2050
Motivation	2051
Negotiation	2053
New Product Development	2054
Non-profit Organisations	2057
Organisation and Organisation Structure	2059
Outsourcing	2061
Packaging	2063
Performance Appraisal	2064
Personnel Management and HR Management	2067
Physical Working Conditions/ Ergonomics	2071
Planning for Retirement	2073
Planning Your Career	2075
Presentation/Speaking	2077
Pricing	2078
Process Control and Statistical Process Control	2079
Product and Brand Management	2081
Project Management	2083
Psychological Tests	2085

Public Relations	2088
Public Sector Management	2091
Purchasing and Supply Chain Management	2094
Quality and Total Quality Management	2096
Recruitment and Selection	2098
Relocation	2101
Remuneration	2102
Research and Development (R&D) Management	2105
Risk Management	2106
Selling and Salesmanship	2108
Small and Growing Businesses	2111
Social Responsibility of Management	2114
Stress and Stress Management	2117
Taxation	2119
Teams and Team Building	2121
The Top Ten Business and Management Websites: International	2123
The Top Ten Business and Management Websites: UK	2124
The Top Ten Business and Management Websites: US	2124
The Top Ten Business Search Engines/Aggregators	2125
The Top Twenty Business Magazines	2125
The Top Twenty Business Publishers	2127
Training and Development	2128
Training Methods	2130
Venture Capital	2133
Working Abroad	2135