

GUIDE TO FUNCTIONAL-AREA READINGS

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

1. CORPORATE PLANNING AND STRATEGIC MANAGEMENT

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

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

2. EMERGING TOPICS IN MANAGEMENT

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

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

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

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

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

4. FINANCIAL MANAGEMENT AND ACCOUNTING ISSUES

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

Succession Planning
Venture Capital
Zero-Based Budgeting

5. GENERAL MANAGEMENT

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

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

6. HUMAN RESOURCES MANAGEMENT

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

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

7. INNOVATION AND TECHNOLOGY

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

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

8. INTERNATIONAL/GLOBAL MANAGEMENT

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

Virtual Organizations
World-Class Manufacturer

9. LEADERSHIP

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

10. LEGAL ISSUES

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

11. MANAGEMENT INFORMATION SYSTEMS

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

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

12. MANAGEMENT SCIENCE AND OPERATIONS RESEARCH

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

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

13. PERFORMANCE MEASURES AND ASSESSMENT

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

14. PERSONAL GROWTH AND DEVELOPMENT FOR MANAGERS

The Art and Science of Management
Body Language
Brainstorming

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

15. PRODUCTION AND OPERATIONS MANAGEMENT

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

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

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

16. QUALITY MANAGEMENT AND TOTAL QUALITY MANAGEMENT

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

17. SUPPLY CHAIN MANAGEMENT

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

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

18. TRAINING AND DEVELOPMENT

Apprenticeship Programs
Artificial Intelligence
Assessment Centers
Autonomy

Business Continuity Planning
Concurrent Engineering
Conflict Management and Negotiation
Consulting
Contingency Approach to Management
Continuing Education and Lifelong Learning Trends
Continuous Improvement
Corporate Social Responsibility
Creativity
Delegation
Domestic Management Societies and Associations
Downsizing and Rightsizing
Employee Evaluation and Performance Appraisals
Employee Handbook and Orientation
Goals and Goal Setting
Government-University-Industry Partnerships
Group Decision Making
Human Resource Management
Innovation
Instant Messaging
International Cultural Differences
International Management Societies and Associations
Job Analysis
Knowledge Management
Knowledge Workers
Listening
Management and Executive Development
Management Audit
Marketing Communication
Meeting Management
Mission and Vision Statements
Morale
Motivation and Motivation Theory
Multimedia
Multiple-Criteria Decision Making
Organizational Culture
Organizational Learning
Organizing
Participative Management
Personality and Personality Tests
Popular Press Management Books
Problem Solving
Professional Readings for Managers
Project Management
Safety in the Workplace
Sensitivity Training
Simulation
Stress
Succession Planning
SWOT Analysis
Teams and Teamwork
Training Delivery Methods
Videoconferencing
Virtual Organizations
Women and Minorities in Management
Work-Life Balance