Bakke, Dennis, 209
Balance of Payments flow of all money into or out of a country, [95]
Balance of Trade the economic value of all the products that a country exports minus the economic value of all the products it imports, [21], [93] negative, 20–21 positive, 20
Balance Sheet financial statement that supplies detailed information about a firm’s assets, liabilities, and owners’ equity, [365] Bananas, 105
Banker’s Acceptance bank promise, issued for a buyer, to pay a designated firm a specified amount at a future date, [393] Bank of America, 39
Bankruptcy court-granted permission for a company to not pay some or all debts, [431] Bank Secrecy Act (BSA), 400 Barberados, 69 Barbato, Mike, 285
Bargain Retailer retailer carrying a wide range of products at bargain prices, [307] Bartering, on Internet, 340 BarterQuest.com, 340 Bath &Body Works, 79 Bay Area Rapid Transit (BART), 170 Beacon, 80
Bear Market period of falling stock prices marked by negative investor sentiments with motivation to sell ahead of anticipated losses, [423] Behavioral Approach to Leadership focused on determining what behaviors are employed by leaders, [225] Behavioral segmentation, 278
Behavioral Variables behavioral patterns displayed by groups of consumers and that are used in developing a segmentation strategy, [279] Benefits compensation other than wages and salaries, [251] Bergdor Goodman, 278 Bergen, Candice, 308 Best Buy, 128 Betrix, 290
“Big Five” Personality Traits five fundamental personality traits especially relevant to organizations, [199] Big Mac, 18, 20, 289 Blackberry, 330, 331, 337, 338 Black &Decker, 284 Blink credit cards, 402 Blockbuster, 66, 71, 80 Blue Bell, 127–129
Blue-Chip Stock common stock issued by a well-established and respected company with a sound financial history and a stable pattern of dividend payouts, [419] Board of Directors governing body of a corporation that reports to its shareholders and delegates power to run its day-to-day operations while remaining responsible for sustaining its assets, [79] Bob’s Big Boy, 103 Boeing, 15, 230, 233–234, 275, 331 Bonaparte, Napoleon, 223 Bondholders’ Claim request for court enforcement of a bond’s terms of payment, [431] Bond Indenture legal document containing complete details of a bond issue, [431] Bonds, 21 Bonus individual performance incentive in the form of a special payment made over and above the employee’s salary, [251] Book-Entry Ownership procedure that holds investors’ shares in book-entry form, rather than issuing a physical paper certificate of ownership, [423] Bookkeeping recording of accounting transactions, [359] Book Value value of a common stock expressed as the firm’s owners’ equity divided by the number of common shares, [417] Boycott labor action in which workers refuse to buy the products of a targeted employer, [261] BP, 30–32, 52 Branch Office foreign office set up by an international or multinational firm, [103] Brand Awareness extent to which a brand name comes to mind when a consumer considers a particular product category, 15, 275, [287] Brand Competition competitive marketing that appeals to consumer perceptions of benefits of products offered by particular companies, [275] Brand Extension a company’s use of a national brand on several additional related products, [289] Branding process of using symbols to communicate the qualities of a product made by a particular producer, [287] Brand Loyalty pattern of regular consumer purchasing based on satisfaction with a product’s performance, [279] Brazil, 35, 98 Bread, 98 Breakeven Analysis for a particular selling price, assessment of the seller’s costs versus revenues at various sales volumes, [301] Breakeven Point sales volume at which the seller’s total revenue from sales equals total costs (variable and fixed) with neither profit nor loss, [303] Breaking and entering, 344 Breathe Right Nasal Strips, 290 Bribery, 34, 35 Brin, Sergey, 112–113 Broker independent intermediary who matches numerous sellers and buyers as needed, often without knowing in advance who they will be, [307] distribution by, 306 Budget detailed statement of estimated receipts and expenditures for a future period of time, [369] Bull Market period of rising stock prices, lasting 12 months or longer, featuring investor confidence for future gains and motivation to buy, [423] Burger King, 285 Business Continuation Agreement special form of business insurance whereby owners arrange to buy the interests of deceased associates from their heirs, [445] Business Cycle short-term pattern of economic expansions and contractions, 9, [17] Business Ethics ethical or unethical behaviors by employees in the context of their jobs, [33] Business organization that provides goods or services to earn profits, 5. See also Small Business Administration (SBA) government agency charged with assisting small businesses benefits of, 4 Business Plan document in which the entrepreneur summarizes her or his business strategy for the proposed new venture and how that strategy will be implemented, [65] Business Practice Law law or regulation governing business practices in given countries, [105] Business (or Competitive) Strategy strategy, at the business-unit or product line level, focusing on improving a firm’s competitive position, [125] Business-to-business (B2B), 271, 281–282 Business-to-consumer (B2C), 271 Buzz Marketing promotional method that relies on word of mouth to create buzz about products and ideas, [287], [289]
C

Cabot Cheese, 74
Cafeteria Benefits Plan benefit plan that sets limits on benefits per employee, each of whom may choose from a variety of alternative benefits, [253]
Calvin Klein, 45
Canada, 93, 97, 114
CAN-SPAM Act of 2003, 348
Canyon River Blues, 289
Capacity amount of a product that a company can produce under normal conditions, [173]
Capacity competence required of individuals entering into a binding contract, [447]
Capital funds needed to create and operate a business enterprise, [7]
small business failure and, 70
Capital Gain profit realized from the increased value of an investment, [427]
Capitalism system that sanctions the private ownership of the factors of production and encourages entrepreneurship by offering profits as an incentive, 4, [11]
Capital Item expensive, long-lasting, infrequently purchased industrial product, such as a building, or industrial service, such as a long-term agreement for data warehousing services, [283]
Carbon offsets, 44
Caring, 36, 37
Cartel association of producers whose purpose is to control supply and prices, [105]
Casually, of insurable risk, 445
Catalog Showroom bargain retailer in which customers place orders for catalog items to be picked up at on-premises warehouses, [309]
Caterpillar, 184–185
Centralized Organization organization in which most decision-making authority is held by upper-level management, [147]
CereProc, 342
Certified Development Company, 68
Certified Fraud Examiner (CFE) professional designation administered by the Association of Certified Fraud Examiners in recognition of qualifications for a specialty area within forensic accounting, [363]
Certified Management Accountant (CMA) professional designation awarded by the Institute of Management Accountants in recognition of management accounting qualifications, [361]

Certified Public Accountant (CPA) accountant licensed by the state and offering services to the public, [359]
Chain of Command reporting relationships within a company, [141]
Chambers, John, 69
Change management, 131
Charismatic Leadership type of influence based on the leader’s personal charisma, [227]
Charities, 33
Check Clearing for the 21st Century Act, 401
Check demand deposit order instructing a bank to pay a given sum to a specified payee, [389]
Checking Account (Demand Deposit) bank account funds, owned by the depositor, that may be withdrawn at any time by check or cash, [389]
Cheer, 15
Chen, Andrew, 80
Chenault, Kenneth, 122
Chettero, Nicole, 89
Chevrolet, 117
Chicago Climate Exchange (CCX), 436
Chief Executive Officer (CEO) top manager who is responsible for the overall performance of a corporation, [79], 118 leadership by, 228
Chief Financial Officer (CFO), 118
Chief information officer (CIO), 119
Child labor, 86–89
Children’s Online Privacy Protection Act, 44
China, 3, 89, 91, 93, 99, 103, 104, 186, 350
Lenovo in, 138–140
Chiquita, 105
Chocolate, 86–89
Chrysler, 11, 102, 182
CircuitCity, 4, 22, 102, 128
Cisco, 69, 288
Citigroup, 40, 254, 431
Clark Equipment, 148–149
Classical Theory of Motivation theory holding that workers are motivated solely by money, [203]
Clayton Act, 16
Clean Harbors, 71
Clean Water Act, 30
Client-Server Network common business network in which clients make requests for information or resources and servers provide the services, [337]
Clorox, 286, 288
Closely Held (or Private) Corporation corporation whose stock is held by only a few people and is not available for sale to the general public, [77]
Coaching, 229
Coalition an informal alliance of individuals or groups formed to achieve a common goal, [235]
Coast Distribution System, 281
Coblin, James M., 244
Coca-Cola, 15, 80, 100, 287, 289
Code of Professional Conduct code of ethics for CPAs as maintained and enforced by the AICPA, [375]
Collateral asset pledged for the fulfillment of repaying a loan, [429]
Collective Bargaining process by which labor and management negotiate conditions of employment for union-represented workers, [259]
Collectivism, 229–230
Collusion illegal agreement between two or more companies to commit a wrongful act, [45]
Commercial Bank company that accepts deposits that it uses to make loans, earn profits, pay interest to depositors, and pay dividends to owners, [391]
Committee and Team Authority authority granted to committees or teams involved in a firm’s daily operations, [149]
Common Law body of decisions handed down by courts ruling on individual cases, [447]
Common Stock most basic form of ownership, including voting rights on major issues, in a company, [417]
Communism political system in which the government owns and operates all factors of production, [11]
Comparative Advantage the ability to produce some products more efficiently than others, [97]
Compensation System total package of rewards that organizations provide to individuals in return for their labor, [249]
Competition vying among businesses for the same resources or customers, [15] degrees, 14
Competitive advantage, 97
Competitive environment, 274–275
Competitive Product Analysis process by which a company analyzes a competitor’s products to identify desirable improvements, [183]
Compound Growth compounding of interest over time-with each additional time period, interest returns accumulate, [417]
Computer-Aided Design (CAD) IS with software that helps knowledge workers design products by simulating them and
displaying them in three-dimensional graphics, [343]

**Computer-Aided Manufacturing (CAM)** is that uses computers to design and control equipment in a manufacturing process, [343]

**Computer Network** group of two or more computers linked together by some form of cabling or by wireless technology to share data or resources, such as a printer, [337]

**Conceptual Skills** abilities to think in the abstract, diagnose and analyze different situations, and see beyond the present situation, [117]

**Conflict of interest** situation in which a person’s personal interests conflict with their professional duties, [34]

**Contingency Planning** process of identifying as aspects of a business or its environment that detract from organizational performance, [197]

**Contingent Worker** employee hired on something other than a full-time basis, [75]

**Contingency** dimension of quality that refers to sameness of product quality from unit to unit, [175]

**Construction** in small business, 63

**Consumer Behavior** study of the decision process by which people buy and consume products, 279

**Consumer Bill of Rights** press for protecting the rights of consumers, 44, 45

**Consumer choice** the decision process by which people buy and consume products, 279

**Consumerism** form of social activism dedicated to protecting the rights of consumers in their dealings with businesses, 45

**Consumer Price Index (CPI)** a measure of the prices of typical products purchased by consumers living in urban areas, 23

**Consumer Price Index (CPI)** the present situation, 121

**Contemporary Landscape Services** 40

**Continental** 78

**Contingency Planning** identifying aspects of a business or its environment that might entail changes in strategy, 131

**Contingent Worker** employee hired on something other than a full-time basis to supplement an organization’s permanent workforce, 257

**Continuity** with corporations, 75

**Contract** agreement between two or more parties enforceable in court, 447

**Controller** person who manages all of a firm’s accounting activities (chief accounting officer), 359

**Controlling** management process of monitoring an organization’s performance to ensure that it is meeting its goals, 117

**Convenience Good/Convenience Service** inexpensive good or service purchased and consumed regularly, 283

**Convenience Store** retail store offering easy accessibility, extended hours, and fast service, 309

**Cool Whip** 15

**Cooper** form of ownership in which a group of sole proprietorships and/or partnerships agree to work together for common benefits, 75

**Coors** 289

**Co-pay** 260

**Copyright** exclusive ownership right belonging to the creator of a book, article, design, illustration, photo, film, or musical work, 449

**Core Competencies For Accounting** the combination of skills, technology, and knowledge that will be necessary for the future CPA, 361

**Corporate Blogs** comments and opinions published on the web by or for an organization to promote its activities, 289

**Corporate Bond** formal pledge obligating the issuer (the company) to pay interest periodically and repay the principal at maturity, 431

**Corporate Culture** the shared experiences, stories, beliefs, and norms that characterize an organization, 131

**Corporate Governance** roles of shareholders, directors, and other managers in corporate decision making and accountability, 77

**Corporate Raider** investor conducting a type of hostile corporate takeover against the wishes of the company, 433

**Corporate Strategy** strategy for determining the firm’s overall attitude toward growth and the way it will manage its businesses or product lines, 125

**Corporation** business that is legally considered an entity separate from its owners and is liable for its own debts; owners’ liability extends to the limits of their investments, 75

**advantages, 75**

**disadvantages, 75–76**

**foundations of, 49**

**management of, 77–78**

**types of, 76–77**

**Cost of Goods Sold** costs of obtaining materials for making the products sold by a firm during the year, 367

**Cost-Of-Living Adjustment (COLA)** labor contract clause tying future raises to changes in consumer purchasing power, 261

**Cost of Revenues** costs that a company incurs to obtain revenues from other companies, 367

**Cost-Oriented Pricing** pricing that considers the firm’s desire to make a profit and its need to cover production costs, 301

**Counterproductive Behaviors** behaviors that detract from organizational performance, 197

**Coupon** sales-promotion technique in which a certificate is issued entitling the buyer to a reduced price, 319

**Courtyard by Marriott** 175

**CPA** nonprofit, cooperative financial institution owned and run by its members, usually employees of a particular organization, 393, 397

**Crisis Management** organization’s methods for dealing with emergencies, 131

**Cruise line** 129–130

**Culture** leadership and, 229–230

**Currency (Cash)** government-issued paper money and metal coins, 389

**Current Asset** asset that can or will be converted into cash within a year, 365

**Current/Interest Dividend Yield** yearly dollar amount of income divided by the investment’s current market value, expressed as a percentage, 427

**Current Liability** debt that must be paid within one year, 367

**Current Ratio** financial ratio for measuring a company’s ability to pay current debts out of current assets, 373

**Customer Departmentalization** dividing an organization to offer products and meet needs for identifiable customer groups, 145

**Customer Relationship Management (CRM)** organized methods that a firm uses to build better information connections with clients, so that stronger company-client relationships are developed, 273

**Customers** in operations process, 169

quality control and, 184

social responsibility for, 43–45 as stakeholders, 39
Customer service improvement, 176
Custom-Products Layout physical arrangement of production activities that groups equipment and people according to function, [175]
Cybernall collection of virtual storefronts (business websites) representing a variety of products and product lines on the Internet, [311]
Cyclical unemployment, 22

D
Daewoo, 91
DaimlerChrysler, 258
d’Amore, Massimo F., 145
Data Mining the application of electronic technologies for searching, sifting, and reorganizing pools of data to uncover useful information, [341]
Data raw facts and figures that, by themselves, may not have much meaning, [339]
Data Warehousing the collection, storage, and retrieval of data in electronic files, 272, [341]
Davis, James, 198
The Day After Tomorrow, 42
Debit Card plastic card that allows an individual to transfer money between accounts, [403]
Debt company’s total liabilities, [373]
Debt Financing long-term borrowing from sources outside a company, [435]
Debtor nation, 20–21
Decentralized Organization organization in which a great deal of decision-making authority is delegated to levels of management at points below the top, [147]
Decision Making choosing one alternative from among several options, [231]
Decision-Making Skills skills in defining problems and selecting the best courses of action, [121]
Decision Support System (DSS) interactive system that creates virtual business models for a particular kind of decision and tests them with different data to see how they respond, [345]
Deductible amount of the loss that the insured must absorb prior to reimbursement, [445]
Deepwater Horizon (oil rig), 30, 52
Default failure of a borrower to make payment when due to a lender, [431]
Defensive Stance approach to social responsibility by which a company meets only minimum legal requirements in its commitments to groups and individuals in its social environment, [49]
Deflation, 22, 398
Delegation process through which a manager allocates work to subordinates, [149]
Dell, Michael, 61, 120, 186
Dell Computer, 11, 39, 61, 67
supply chain management at, 186
Demand and Supply Schedule assessment of the relationships among different levels of demand and supply at different price levels, [13]
Demand Curve graph showing how many units of a product will be demanded (bought) at different prices, [13]
Demand the willingness and ability of buyers to purchase a good or service, [13]
Demographic Variables characteristics of populations that may be considered in developing a segmentation strategy, [279]
Denial of service (DoS), 344
Departmentalization process of grouping jobs into logical units, [143]
Department Store large product-line retailer characterized by organization into specialized departments, [307]
Dependability, 170
Depreciation accounting method for distributing the cost of an asset over its useful life, [365]
Depression a prolonged and deep recession, [23]
Deregulation elimination of rules that restrict business activity, [447]
Detailed Schedule schedule showing daily work assignments with start and stop times for assigned jobs, [177]
Dickerson, Ron, 262
Diesel jeans, 15
Digital video recorders (DVRs), 288
Direct Channel distribution channel in which a product travels from producer to consumer without intermediaries, [305]
Direct distribution, 305
Direct (or Interactive) Marketing one-on-one nonpersonal selling by nonstore retailers and B2B sellers using direct contact with prospective customers, especially via the Internet, [319]
Direct-Response Retailing form of nonstore retailing in which firms directly interact with customers to inform them of products and to receive sales orders, [309]
Direct Selling form of nonstore retailing typified by door-to-door sales, [309]
DIRECTTV, 254
Discount brokers, 422
Discount House bargain retailer that generates large sales volume by offering goods at substantial price reductions, [307]
Discount price reduction offered as an incentive to purchase, [305]
Discount Rate interest rate at which member banks can borrow money from the Fed, [399]
Discrimination, 34
Disney, 131, 289
Disney, Roy, 142
Disney, Walt, 116, 142
Disney Magic, 129–130
Distribution Channel network of interdependent companies through which a product passes from producer to end user, [305]
Distribution Mix combination of distribution channels by which a firm gets its products to end users, [305]
Diversification purchase of several different kinds of investments rather than just one, [429]
Divestiture strategy whereby a firm sells one or more of its business units, [79]
Dividend payment to shareholders, on a per-share basis, out of the company’s earnings, [419]
Divisional Structure organizational structure in which corporate divisions operate as autonomous businesses under the larger corporate umbrella, [151]
Division department that resembles a separate business in that it produces and markets its own products, [151]
Dole, 105
Domestic Business Environment the environment in which a firm conducts its operations and derives its revenues, [7]
Double Click, 114
Double Taxation situation in which taxes may be payable both by a corporation on its profits and by shareholders on dividend incomes, [77]
Dower’s Paradise Laundry, 174
Dow Jones Industrial Average (DJIA) oldest and most widely cited market index based on the prices of 30 blue-chip, large-cap industrial firms on the NYSE, [425]
Dr. Pepper, 285
Duke Energy, 130
Dumping practice of selling a product abroad for less than the cost of production, [105]
Duncan, David, 40
Dunkin’ Donuts, 269
Earnings Per Share profitability ratio measuring the net profit that the company earns for each share of outstanding stock, [373]
eBay, 68, 310, 332–333
brand awareness for, 287
Ebers, Bernard, 40–41
E-Catalog nonstore retailing in which the Internet is used to display products, [311]
E-commerce use of the Internet and other electronic means for retailing and business-to-business transactions, 68, 330, [331]
Economic Environment relevant conditions that exist in the economic system in which a company operates, [7], 273
Economic Indicator a statistic that helps assess the performance of an economy, [17]
Economic System a nation’s system for allocating its resources among its citizens, [7]
Edmunds, Gladys, 70–71
Edmunds Travel Consultants, 70–71
E-Intermediate Internet distribution channel member that assists in delivering products to customers or that collects information about various sellers to be presented to consumers, [309]
Electrolux, 42
Electronic Arts, 147–148
Electronic Communication Network (ECN) electronic trading system that brings buyers and sellers together outside traditional stock exchanges, [423]
Electronic Conferencing IT that allows groups of people to communicate simultaneously from various locations via e-mail, phone, or video, [337]
Electronic Funds Transfer (EFT) communication of fund-transfer information over wire, cable, or microwave, [395]
Electronic Payments Association, 401
Electronic Retailing (Online Retailing) nonstore retailing in which information about the seller’s products and services is connected to consumers’ computers, allowing consumers to receive the information and purchase the products in the home, [311]
Electronic Storefront commercial website at which customers gather information about products and buying opportunities, place orders, and pay for purchases, [311]
Eli Lilly, 40
E-mail, 40
E-mail servers, 337
Embargo government order banning exportation and/or importation of a particular product or all products from a particular country, [105]
Eminent Domain principle that the government may claim private land for public use by buying it at a fair price, [449]
Emissions trading (ET), 414, 436
Emotional Intelligence (Emotional Quotient, EQ) the extent to which people are self-aware, can manage their emotions, can motivate themselves, express empathy for others, and possess social skills, [201]
Emotionality, 199–200
Emotional Motives reasons for purchasing a product that are based on nonobjective factors, [281]
Empathy, 200
Employee Behavior the pattern of actions by the members of an organization that directly or indirectly influences the organization’s effectiveness, 33–34, [197]
Employee-Focused Leader Behavior leader behavior focusing on satisfaction, motivation, and well-being of employees, [225]
Employee Information System (Skills Inventory) computerized system containing information on each employee’s education, skills, work experiences, and career aspirations, [247]
Employee Retirement Income Security Act of 1974, 253
Employees entrepreneur and, 209
social responsibility for, 46
as stakeholders, 40
Employee Stock Ownership Plan (ESOP) arrangement in which a corporation holds its own stock in trust for its employees, who gradually receive ownership of the stock and control its voting rights, [79]
Employment at Will principle, increasingly modified by legislation and judicial decision, that organizations should be able to retain or dismiss employees at their discretion, [225]
Encryption System software that assigns an e-mail message to a unique code number (digital fingerprint) for each computer so only that computer, not others, can open and read the message, [347]
Enron, 34, 37, 40, 120, 230
Energy, 254
Enterprise, 4
Enterprise resource planning (ERP), 332
Entrepreneur businessperson who accepts both the risks and the opportunities involved in creating and operating a new business venture, 7, [9], [65]
Entrepreneurship the process of seeking businesses opportunities under conditions of risk, [65]
employees and, 209
globalization and, 98–99
Environment, social responsibility for, 42–43
Environmental Analysis process of scanning the business environment for threats and opportunities, [127]
Environmental management system, 184
E-partnering, 125
Equal Employment Opportunity Commission (EEOC) federal agency enforcing several discrimination-related laws, [253]
Equal Employment Opportunity legally mandated nondiscrimination in employment on the basis of race, creed, sex, or national origin, [253]
Equality theory, 206
Equity Financing using the owners’ funds from inside the company as the source for long-term funding, [435]
Equity Marketing Inc., 285
Equity Theory theory of motivation holding that people evaluate their treatment by the organization relative to the treatment of others, [207]
Escalation of Commitment condition in which a decision maker becomes so committed to a course of action that she or he stays with it even when it appears to have been wrong, [235]
Ethical Behavior behavior conforming to generally accepted social norms concerning beneficial and harmful actions, [33]
Ethical Leadership leader behaviors that reflect high ethical standards, [231]
Ethical norms, 36
Ethics beliefs about what is right and wrong or good and bad in actions that affect others, [33]
in accounting, 374–375
in IT, 348–349
E*TRADE, 423
Euro a common currency shared among most of the members of the European Union (excluding Denmark, Sweden, and the United Kingdom), [97]
European Central Bank (ECB), 404
European marketplace, 90–91
European Union (EU) agreement among major European nations to eliminate or
make uniform most trade barriers affecting group members, [93]

Evoked Set (or Consideration Set) group of products consumers will consider buying as a result of information search, [281]

Exchange Rate rate at which the currency of one nation can be exchanged for the currency of another nation, [97], [403]

fixed, 96
floating, 96

Exchange-Traded Fund (ETF) bundle of stocks or bonds that are in an index that tracks the overall movement of a market but, unlike a mutual fund, can be traded like a stock, [419]

Executive Succession System (ESS), 246

Expectancy Theory theory of motivation holding that people are motivated to work toward rewards that they want and that they believe they have a reasonable chance of obtaining, [207]

Expense accounts, 35–36

Expense Item industrial product purchased and consumed within a year by firms producing other products, [283]

Exporter firm that distributes and sells products to one or more foreign countries, [101]

Export product made or grown domestically but shipped and sold abroad, [89]

Express Authority agent’s authority, derived from written agreement, to bind a principal to a certain course of action, [449]

Express Warranty warranty whose terms are specifically stated by the seller, [449]

External Environment everything outside an organization’s boundaries that might affect it, [5], 272

External Recruiting attracting persons outside the organization to apply for jobs, [247]

Extranet system that allows outsiders limited access to a firm’s internal information network, [335]

Extraversion, 200

ExxonMobil, 30, 38, 41, 100

Facebook, 58–60, 64, 67
advertising on, 80
profits for, 80

Face Value (Par Value) amount of money that the bond buyer (lender) lent the issuer and that the lender will receive upon repayment, [431]

Factors of Production resources used in the production of goods and services—labor, capital, entrepreneurs, physical resources, and information resources, [7]

Factory Outlet bargain retailer owned by the manufacturer whose products it sells, [309]

Fair and Accurate Credit Transactions Act (FACTA), 347

Fair Labor Standards Act, 253
Fairmont Resort Hotels, 272
Fair trade, 88–89
Fairtrade Labelling Organizations International (FLO), 88

False Claims Act of 1863, 46

Fannie Mae, 400, 431

Fantasy stock markets, 427–428

Federal Deposit Insurance Corporation (FDIC) federal agency that guarantees the safety of deposits up to $250,000 in the financial institutions that it insures, [397]

Federal Emergency Management Agency, 254

Federal Housing Finance Agency (FHFA), 400, 431

Federal Reserve System, 23

Federal Reserve System (The Fed) central bank of the United States, which acts as the government’s bank, serves member commercial banks, and controls the nation’s money supply, [397]

FedEx, 40, 68, 98, 152, 172, 252

Ferguson, Mark, 140

Ferrari, 289

Ferris, John J., 262

Fidelity Bank, 402

Finance, in small business, 63

Financing field of accounting concerned with external users of a company’s financial information, [359]

Financial Accounting Standards Board (FASB), 359, 371

Financial Industry Regulatory Authority (FINRA), 435

Financial managers, 119

Financial Planning process of looking at one’s current financial condition, identifying one’s goals, and anticipating requirements for meeting those goals, [451]

Financial Statement any of several types of reports summarizing a company’s financial status to stakeholders and to aid in managerial decision making, [365]

Fiorina, Carly, 156

Firewall security system with special software or hardware devices designed to keep computers safe from hackers, [347]

First-Line Manager manager responsible for supervising the work of employees, [119]

Fiscal Policies policies used by a government regarding how it collects and spends revenue, [23]

Fitch, 432

Fixed Asset asset with long-term use or value, such as land, buildings, and equipment, [365]

Fixed Cost cost that is incurred regardless of the quantity of a product produced and sold, [301]

Fixed exchange rates, 96

Fixed pricing, 304

Flat Organizational Structure characteristic of decentralized companies with relatively few layers of management, [147]

Flexibility, 170

Flexible Workforce method of increasing job satisfaction by allowing workers to adjust work schedules on a daily or weekly basis, [213]

Floating exchange rate, 96

Florida Citrus Growers, 74

Follow-Up operations control activity for ensuring that production decisions are being implemented, [179]

Food and Drug Administration (FDA), 284

Ford Motor Company, 42, 91, 100, 103, 141, 152

Foreign Corrupt Practices Act, 35

Foreign Direct Investment (FDI) arrangement in which a firm buys or establishes tangible assets in another country, [103]

Forensic Accounting the practice of accounting for legal purposes, [361]

Form utility, 168, 270

Fortune, 40

Fouls, 49

France, 103–104

Franchise arrangement in which a buyer (franchisee) purchases the right to sell the good or service of the seller (franchiser), [67], 102

Fraud examiners, 356–357, 378

Freddie Mac, 400, 431

Free enterprise system, 14

FTC, 43–44

Full Disclosure guideline that financial statements should not include just numbers but should also furnish management’s interpretations and explanations of those numbers, [371]

Full-service brokers, 423

Functional Departmentalization dividing an organization according to groups’ functions or activities, [145]
Global Business Environment the international forces that affect a business, 6, [7]

Globalization process by which the world economy is becoming a single interdependent system, 63, [89] barriers to, 103–105 entrepreneurship and, 98–99 management with, 99–103, 121–122 ups and downs of, 102

Goal objective that a business hopes and plans to achieve, [123] Goetzmann, Gordon, 39 Goldberg, Whoopi, 308 Goldman Sachs, 431

Goodwill amount paid for an existing business above the value of its other assets, [367] Goodyear, 252 Google, 68, 71, 112–114, 332 brand awareness for, 287 Gordon, Gil, 212


Gross Domestic Product (GDP) total value of all goods and services produced within a given period by a national economy through domestic factors of production, [17] Gross National Product (GNP) total value of all goods and services produced by a national economy within a given period regardless of where the factors of production are located, [19] Gross Profit preliminary, quick-to-calculate profit figure calculated from the firm’s revenues minus its cost of revenues (the direct costs of getting the revenues), [367] Group manager, 118 Groupware, 339 Grubman, Jack, 40 Grupo Gigante, 105 Gucci, 278

H

H1N1, 130 Hacker cybercriminal who gains unauthorized access to a computer or network, either to steal information, money, or property or to tamper with data, [345] Halliburton, 246, 251

Hardware physical components of a computer network, such as keyboards, monitors, system units, and printers, [339] Hastings, Reed, 71, 248

Hawthorne Effect tendency for productivity to increase when workers believe they are receiving special attention from management, [203] Hayward, Tony, 30 Health care, 11 H-E-B Grocery Company, 314 Henderson, Jill, 201–202 Hershey Foods, 332 Herzberg, Frederick, 204 Hewlett-Packard, 37–38, 115–116, 131, 141, 288

formal structure at, 156

Hierarchy of Human Needs Model theory of motivation describing five levels of human needs and arguing that basic needs must be fulfilled before people work to satisfy higher-level needs, [205] High-Contact System level of customer contact in which the customer is part of the system during service delivery, [171] Hispanics, 69, 230 Hitler, Adolf, 223 HIV, 253 Hoffman, Reid, 291 Home country, 7 Home Depot, 89 Home ownership, 455–458

Hostile Work Environment form of sexual harassment deriving from off-color jokes, lewd comments, and so forth, [255] The HP Way, 37–38 H&R Block, 286

Human Relations Skills skills in understanding and getting along with people, [121] Human Resource Management (HRM) set of organizational activities directed at attracting, developing, and maintaining an effective workforce, [245] Human resource manager, 119 Hurricane Katrina, 32, 45, 254 Hurricane Rita, 45 Hygiene factors, 204–205 Hypertargeting, 80

Hypertext Transfer Protocol (HTTP) communications protocol used for the World Wide Web, in which related pieces of information on separate web pages are connected using hyperlinks, [335] Hyundai, 91, 288
IBM, 48, 69, 74, 100
Lenovo and, 138–140
IBP, 48
Identity Theft unauthorized use of personal information (such as Social Security number and address) to get loans, credit cards, or other monetary benefits by impersonating the victim, [345]
IKEA, 288
ImClone, 47
Implied Authority agent’s authority, derived from business custom, to bind a principal to a certain course of action, [449]
Implied Warranty warranty, dictated by law, based on the principle that products should fulfill advertised promises and serve the purposes for which they are manufactured and sold, [449]
Importer firm that buys products in foreign markets and then imports them for resale in its home country, [101]
Import product made or grown abroad but sold domestically, [89]
Incentive Program special compensation program designed to motivate high performance, [251]
Income Statement (Profit-and-Loss Statement) financial statement listing a firm’s annual revenues and expenses so that a bottom line shows annual profit or loss, [367]
Independent Agent foreign individual or organization that agrees to represent an exporter’s interests, [101]
India, 103, 186
Individual Differences personal attributes that vary from one person to another, [199]
Individualism, 230
Individual Retirement Account (IRA) tax deferred pension fund that wage earners set up to supplement retirement funds, [393]
Industrial Goods physical products purchased by companies to produce other products, [271]
Industrial Market organizational market consisting of firms that buy goods that are either converted into products or used during production, [281]
Inflation occurs when widespread price increases occur throughout an economic system, [21], 398
Informal groups, 156
Informal Organization network, unrelated to the firm’s formal authority structure, of everyday social interactions among company employees, [155]
Information manager, 119
Information meaningful, useful interpretation of data, [339]
Information Resources data and other information used by businesses, [9]
Information Systems Managers managers who operate the systems used for gathering, organizing, and distributing information, [341]
Information System (IS) system that uses IT resources to convert data into information and to collect, process, and transmit that information for use in decision making, [339]
Information Technology (IT) various appliances and devices for creating, storing, exchanging, and using information in diverse modes, including visual images, voice, multimedia, and business data, [331]
ethics in, 348–349
Initial Public Offering (IPO) first sale of a company’s stock to the general public, 79, [433]
Innovation, by small business, 61
Insider Trading illegal practice of using special knowledge about a firm for profit or gain, [47], [433], 435
Institute of Management Accountants (IMA), 361
Institutional Investor large investor, such as a mutual fund or a pension fund, that purchases large blocks of corporate stock, [79]
Institutional Market organizational market consisting of such nongovernmental buyers of goods and services as hospitals, churches, museums, and charitable organizations, [281]
Insurance, in small business, 63
Insurance Company nondeposit institution that invests funds collected as premiums charged for insurance coverage, [393]
Insurance Policy formal agreement to pay the policyholder a specified amount in the event of certain losses, [445]
Insurance Premium fee paid to an insurance company by a policyholder for insurance coverage, [445]
Intangibility, 168–169
Intangible Asset nonphysical asset, such as a patent or trademark, that has economic value in the form of expected benefit, [365]
Intangible Personal Property property that cannot be seen but that exists by virtue of written documentation, [449]
Integrated Marketing Strategy strategy that blends together the Four Ps of marketing to ensure their compatibility with one another and with the company’s non-marketing, [277]
Intel, 68
Intellectual Property something produced by the intellect or mind that has commercial value, [345], [449]
Intentional Tort tort resulting from the deliberate actions of a party, [449]
Interactive retailing nonstore retailing that uses a website to provide real-time sales and customer service, [511]
Interbrand, 287
Interest fee paid to a lender for the use of borrowed funds; like a rental fee, [429]
Intermediary individual or firm that helps to distribute a product, [305]
Intermediate Goal goal set for a period of one to five years into the future, [125]
Internal environment, 5
Internal Recruiting considering present employees as candidates for openings, [247]
Internal Revenue Service (IRS), 73, 77
International Accounting Standards Board (IASB) organization responsible for developing a set of global accounting standards and for gaining implementation of those standards, [377]
International communities, as stakeholders, 41
International Competition competitive marketing of domestic products against foreign products, [275]
International Firm firm that conducts a significant portion of its business in foreign countries, [101]
International Law general set of cooperative agreements and guidelines established by countries to govern the actions of individuals, businesses, and nations, [449]
International Monetary Fund (IMF) UN agency consisting of about 150 nations that have combined resources to promote stable exchange rates, provide temporary short-term loans, and serve other purposes, [405]
International Organizational Structures approaches to organizational structure developed in response to the need to manufacture, purchase, and sell in global markets, [153]
Internet gigantic system of interconnected computer networks linked together by voice, electronic, and wireless technologies, 68, 334–337, [335]
bartering, 340
small business and, 65
Internet service providers (ISPs), 348
Intranet trading, 419
Intranet organization’s private network of internally linked websites accessible only to employees, [335]
Intrapreneuring process of creating and maintaining the innovation and flexibility of a small-business environment within the confines of a large organization, [157]
Intuition an innate belief about something, often without conscious consideration, [235]
Inventory Control process of receiving, storing, handling, and counting of all raw materials, partly finished goods, and finished goods, [181]
Investment Bank financial institution that specializes in issuing and reselling new securities, [421]
Investors social responsibility for, 46–47 as stakeholders, 40–41
Involuntary Bankruptcy bankruptcy proceedings initiated by the creditors of an indebted individual or organization, [449]
ISO 9000 program certifying that a factory, laboratory, or office has met the quality management standards set by the International Organization for Standardization, [185]
ISO 14000 certification program attesting to the fact that a factory, laboratory, or office has met the environmental performance, [185]
iTunes, 298–299, 320
Iversen, Ken, 242
Ivory Coast, 86–89

K
J. C. Penney, 131
Jackson, Phil, 226
Japan, 3, 34, 64–65, 289
Jaroshi (death by overwork), 194
JetBlue, 228
Job Analysis systematic analysis of jobs within an organization, [245]
Job creation, by small business, 60–61
Job Description description of the duties and responsibilities of a job, its working conditions, and the tools, materials, equipment, and information used to perform it, [245]
Job Enrichment method of increasing job satisfaction by adding one or more motivating factors to job activities, [211]
Job Redesign method of increasing job satisfaction by designing a more satisfactory fit between workers and their jobs, [211]
Jobs, Steve, 116, 226, 231, 298
Job Satisfaction degree of enjoyment that people derive from performing their jobs, [201]
Job Specification description of the skills, abilities, and other credentials and qualifications required by a job, [245]
John Hancock Insurance, 212
John Paul II (Pope), 226
Johnson, Kelly, 157
Johnson & Johnson, 38, 39, 341 divisional structure at, 151
Joint Venture strategic alliance in which the collaboration involves joint ownership of the new venture, [79] Justice, 36, 37
Just-in-Time (JIT) Production type of lean production system that brings together all materials at the precise time they are required at each production stage, [181], 313

K
Karlgaard, Richard, 196
Kautzman, Frank, 285
Kelleher, Herb, 116
Kelman, Glenn, 228
Kenmore, 289
Kennedy, John F., 44
Key Person Insurance special form of business insurance designed to offset expenses entailed by the loss of key employees, [445]
KFC, 103, 125
King, Martin Luther, Jr., 226
Kinko’s Copy Centers, 174
Knowledge Information System information system that supports knowledge workers by providing resources to create, store, use, and transmit new knowledge for useful applications, [343]
Knowledge Workers employees who are of value because of the knowledge they possess, [257]
Koch, James, 123
Kodak, 22
Kozlowski, Dennis, 42
Kraft Foods, 15, 143
Kroc, Ray, 66

L
Labor (Human Resources) physical and mental capabilities of people as they contribute to economic production, [7]
Labor Relations process of dealing with employees who are represented by a union, [257]
Labor Union group of individuals working together to achieve shared job-related goals, such as higher pay, shorter working hours, more job security, greater benefits, or better working conditions, [257]
Land pollution, 43
Lands’ End, 39
Law of Demand principle that buyers will purchase (demand) more of a product as its price drops and less as its price increases, [13]
Law of Supply principle that producers will offer (supply) more of a product for sale as its price rises and less as its price drops, [13]
Laws codified rules of behavior enforced by a society, [447]
Layout planning, 174–175
Leadership Neutralizers factors that may render leader behaviors ineffective, [227]
Leadership Substitutes individual, task, and organizational characteristics that tend to outweigh the need for a leader to initiate or direct employee performance, [227]
Leadership the processes and behaviors used by someone, such as a manager, to motivate, inspire, and influence the behaviors of others, [223] coaching and, 229 culture and, 229–230 gender and, 229
Leading management process of guiding and motivating employees to meet an organization’s objectives, [117]
Lean Production System production system designed for smooth production flows that avoid inefficiencies, eliminate unnecessary inventories, and continuously improve production processes, [181]
Learning organization, 155
Lehman Brothers, 431
Lenovo, 138–140
Leonard, Wayne, 254
Lesar, David, 251
Letter of Credit bank promise, issued for a buyer, to pay a designated firm a certain amount of money if specified conditions are met, [393]
Leverage ability to finance an investment through borrowed funds, [373]
Levi Strauss, 144, 210
Liability debt owed by a firm to an outside organization or individual, [363]
Liability Insurance insurance covering losses resulting from damage to people or property when the insured party is judged liable, [445]

Licensed Brand brand-name product for whose name the seller has purchased the right from an organization or individual, [289]

Licensing Arrangement arrangement in which firms choose foreign individuals or organizations to manufacture or market their products in another country, [103]

Life insurance, 459

Limited Liability Corporation (LLC) hybrid of a publicly held corporation and a partnership in which owners are taxed as partners but enjoy the benefits of limited liability, [77]

Limited Liability legal principle holding investors liable for a firm’s debts only to the limits of their personal investments in it, [75]

Limited Partner partner who does not share in a firm’s management and is liable for its debts only to the limits of said partner’s investment, [75]

Limited Partnership type of partnership consisting of limited partners and a general (or managing) partner, [75]

Line Authority organizational structure in which authority flows in a direct chain of command from the top of the company to the bottom, [149]

Line Department department directly linked to the production and sales of a specific product, [149]

LinkedIn, 291

Liquidity ease with which an asset can be converted into cash, [365]

Little League, 41

Livermore, Ann, 115–116

L.L. Bean, 39

Load Fund mutual fund in which investors are charged sales commissions when they buy in or sell out, [419]

Loan Principal amount of money that is loaned and must be repaid, [429]

Local Area Network (LAN) computers that are linked in a small area, such as all of a firm’s computers within a single building, [337]

Local communities, as stakeholders, 41

Local Content Law law requiring that products sold in a particular country be at least partly made there, [105]

Location planning, 174

Lockheed Martin, 157, 331, 336

Lockout management tactic whereby workers are denied access to the employer’s workplace, [261]

Lombardi, Vince, 226

Long-Term Goal goal set for an extended time, typically five years or more into the future, [125]

Long-Term Liability debt that is not due for at least one year, [367]

Louis Vuitton, 105, 278

Low-Contact System level of customer contact in which the customer need not be part of the system to receive the service, [171]

Lucky jeans, 15

M

M-1 measure of the money supply that includes only the most liquid (spendable) forms of money, [389]

M-2 measure of the money supply that includes all the components of M-1 plus the forms of money that can be easily converted into spendable forms, [391]

Madoff, Bernard, 34, 46, 425

Mail Order (Catalog Marketing) form of nonstore retailing in which customers place orders for catalog merchandise received through the mail, [309]

Make-to-Order Operations activities for one-of-a-kind or custom-made production, [169]

Make-to-Stock Operations activities for producing standardized products for mass consumption, [169]

Malware, 347

Management Accountant private accountant who provides financial services to support managers in various business activities within a firm, [361]

Management Advisory Services assistance provided by CPA firms in areas such as financial planning, information systems design, and other areas of concern for client firms, [361]

Management by Objectives (MBO) set of procedures involving both managers and subordinates in setting goals and evaluating progress, [209]

Management Information System (MIS) computer system that supports managers by providing information-reports, schedules, plans, and budgets that can be used for making decisions, [343]

Management process of planning, organizing, leading, and controlling an organization’s resources to achieve its goals, [115]

Market index statistical indicator designed to measure the performance of a large group of stocks or track the price changes of a stock market, [423]

Marketing Manager manager who plans and implements the marketing activities that result in the transfer of products from producer to consumer, 119, [275]

Marketing Mix combination of product, pricing, promotion, and place (distribution) strategies used to market products, [275]

Marketing organizational function and a set of processes for creating, communicating, and delivering value to customers, and for managing customer relationships in ways that benefit the organization and its stakeholders, [271]

Marketing Plan detailed strategy for focusing marketing efforts on consumers’ needs and wants, [275]

Market mechanism for exchange between buyers and sellers of a particular good or service, [11]

Market Price (Equilibrium Price) profit-maximizing price at which the quantity of goods demanded and the quantity of goods supplied are equal, [13]

Market Segmentation process of dividing a market into categories of customer types, or “segments,” [277]

Market Share (or Market Penetration) company’s percentage of the total industry sales for a specific product type, [301]

Market Value current price of a share of stock in the stock market, [417]

Markup amount added to an item’s purchase cost to sell it at a profit, [301]

Martha Stewart Living Omnimedia, 152–153

corporate culture and, 130–131
globalization and, 121–122
levels of, 117–118

Managerial (Management) Accounting field of accounting that serves internal users of a company’s financial information, [399]

Managerial Ethics standards of behavior that guide individual managers in their work, [33]

Managers, 117–119

Managing emotions, 200

Manufacturing, in small business, 63

Market Capitalization (Market Cap) total dollar value of all the company’s outstanding shares, [433]

Market Economy economy in which individuals control production and allocation decisions through supply and demand, [11]

Market Index statistical indicator designed to measure the performance of a large group of stocks or track the price changes of a stock market, [423]

Marketing Manager manager who plans and implements the marketing activities that result in the transfer of products from producer to consumer, 119, [275]

Marketing Mix combination of product, pricing, promotion, and place (distribution) strategies used to market products, [275]

Marketing organizational function and a set of processes for creating, communicating, and delivering value to customers, and for managing customer relationships in ways that benefit the organization and its stakeholders, [271]

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Market Value current price of a share of stock in the stock market, [417]

Markup amount added to an item’s purchase cost to sell it at a profit, [301]

Martha Stewart Living Omnimedia, 152–153
Marx, Karl, 10
Maslow, Abraham, 204
Mass-Customization principle in which companies produce in large volumes, but each item features the unique options the customer prefers, [333]
MasterCard, 126
Master Limited Partnership form of ownership that sells shares to investors who receive profits and that pays taxes on income from profits, [75]
Master Production Schedule schedule showing which products will be produced, and when, in upcoming time periods, [177]
Materials Management process of planning, organizing, and controlling the flow of materials from sources of supply through distribution of finished goods, [181]
Matrix Structure organizational structure created by superimposing one form of structure onto another, [151]
Maturity Date (Due Date) future date when repayment of a bond is due from the bond issuer (borrower), [431]
Matz, Jack, 64
Max Factor, 290
Mayer, Marissa, 221
Maytag, 186–187
McCain, John, 220, 431
McDonald’s, 48–49, 99, 174, 269, 278, 285, 287
centralization at, 146 franchises of, 66–67, 102 globalization and, 89
McGregor, 204
MCI, 40–41
McKinnon, Alan, 71
McNamara, Anne, 43
MediaBids, 304
Media Mix combination of advertising media chosen to carry a message about a product, [317]
Mediation method of resolving a labor dispute in which a third party suggests, but does not impose, a settlement, [261]
Mellinger, Doug, 69
Merck &Co., 44, 285
Merger the union of two corporations to form a new corporation, [79]
Merit Salary System individual incentive linking compensation to performance in nonsales jobs, [251]
Merrill Lynch, 201–202
Methods improvement, 176
Methods planning, 176
Metropolitan Life, 212
Microsoft, 40, 58, 67, 80 globalization and, 89
Middle Manager manager responsible for implementing the strategies and working toward the goals set by top managers, [119]
Middlemen, 305
Mini Cooper, 288
Minimum payment due (MPD), 455
Minority enterprise small-business investment companies (MESBICs), 68
Minute Maid, 288
Missionary Selling personal-selling task in which salespeople promote their firms and products rather than try to close sales, [319]
Mission Statement organization’s statement of how it will achieve its purpose in the environment in which it conducts its business, [125]
organizational structure and, 141
Mixed Market Economy economic system featuring characteristics of both planned and market economies, [11]
Modified work schedules, 211
Monetary Policies policies used by a government to control the size of its money supply, [23]
Monetary Policy management of the nation’s economic growth by managing the money supply and interest rates, [399]
Money Market Mutual Fund fund of short-term, low-risk financial securities purchased with the pooled assets of investor-owners, [391]
Money object that is portable, divisible, durable, and stable, and that serves as a medium of exchange, a store of value, and a measure of worth, [389]
Monopolistic Competition market or industry characterized by numerous buyers and relatively numerous sellers trying to differentiate their products from those of competitors, [15]
Monopoly market or industry in which there is only one producer that can therefore set the prices of its products, [17]
Montgomery Ward, 120
Moody’s, 432
Morgan, J. P., 41
Mortgage-Backed Security (MBS) mortgages pooled together to form a debt obligation—a bond that entitles the holder (investor) to cash that flows in from the bundled mortgages, [431]
Mortgage Loan loan secured by property (the home) being purchased, [457]
Motivation the set of forces that cause people to behave in certain ways, [203] enhancement of, 207–213
Mr. Pibb, 285
Multinational (or Transnational) Corporation form of corporation spanning national boundaries, 63, [77]
Multinational Firm firm that designs, produces, and markets products in many nations, [101]
Murdock, Rupert, 26
Mutual Fund company that pools cash investments from individuals and organizations to purchase a portfolio of stocks, bonds, and other securities, [419]
Mutual Savings Bank financial institution whose depositors are owners sharing in its profits, [393]

N
NADA, 151
NASCAR, 289
Nasdaq Composite Index market index that includes all NASDAQ-listed companies, both domestic and foreign, with a high proportion of technology companies and small-cap stocks, [425]
National Association of Securities Dealers Automated Quotation (NASDAQ) System world’s oldest electronic stock market consisting of dealers who buy and sell securities over a network of electronic communications, [423]
National Brand brand-name product produced by, widely distributed by, and carrying the name of a manufacturer, [289]
National Competitive Advantage international competitive advantage stemming from a combination of factor conditions, demand conditions, related and supporting industries, and firm strategies, structures, and rivalries, [99]
National Credit Union Administration (NCUA), 397
National Debt Clock, 21
National Debt the amount of money the government owes its creditors, [21]
National Education Association (NEA), 258
National Federation of Independent Business, 67
National Institute for Occupational Safety and Health (NIOSH), 198
Natural Monopoly industry in which one company can most efficiently supply all needed goods or services, [17]
Natural Resource Defense Council, 31
Negligence conduct that falls below legal standards for protecting others against unreasonable risk, [449]
Neiman Marcus, 278
Nestlé, 91, 99, 100
Netflix, 71, 248
Net Income (Net Profit, Net Earnings) gross profit minus operating expenses and income taxes, [369]
Newington, Tim, 40
News Corp., 26
New ventures, 64
New York Stock Exchange (NYSE), 74, 421
New York Times Company, 74
New York Yankees, 234
Night Dragon, 350
Nike, 234
Nippon Steel, 91
Nissan, 221
No-load Fund mutual fund in which investors pay no commissions when they buy in or sell out, [419]
Nominal GDP gross domestic product (GDP) measured in current dollars or with all components valued at current prices, [19]
Nondirect distribution, 306
Nonstore retailing, 309
Nooyi, Indra, 122, 145
Nordex AG, 272
North America marketplace, 90
North American Free Trade Agreement (NAFTA) agreement to gradually eliminate tariffs and other trade barriers among the United States, Canada, and Mexico, 43, [91], 275
NuCor, 242–244, 262
Nutrisystem, 310

Obama, Barack, 11, 23, 331
Obstructionist Stance approach to social responsibility that involves doing as little as possible and may involve attempts to deny or cover up violations, [49]
Occupational Safety and Health Act of 1970 (OSHA) federal law setting and enforcing guidelines for protecting workers from unsafe conditions and potential health hazards in the workplace, [253]
Ocean Spray, 74
Odd-Even Pricing psychological pricing tactic based on the premise that customers prefer prices not stated in even dollar amounts, [305]
Office manager, 118
Office of Federal Contract Compliance Programs (OFCCP), 253
Officers top management team of a corporation, [79]
Offshoring the practice of outsourcing to foreign countries, [101]
Off-the-Job Training training conducted in a controlled environment away from the work site, [249]
Oligopoly market or industry characterized by a handful of (generally large) sellers with the power to influence the prices of their products, [15]
Omniva Policy Systems, 40
Online investing, 423
Online piracy, 328–329, 350
On-the-Job Training training, sometimes informal, conducted while an employee is at work, [249]
Open-Market Operations the Fed’s sale and purchase of securities in the open market, [399]
Openness, 200
Operating Expenses costs, other than the cost of revenues, incurred in producing a good or service, [367]
Operating Income gross profit minus operating expenses, [369]
Operational Plan plan setting short-term targets for daily, weekly, or monthly performance, 115, [129]
Operations (Production) activities involved in making products—goods and services—for customers, [167]
planning for, 172–176
scheduling of, 177–179
strategy for, 170–172
Operations Capability (Production Capability) special ability that production does especially well to outperform the competition, [171]
Operations Control process of monitoring production performance by comparing results with plans and taking corrective action when needed, [179]
Operations (Production) Management systematic direction and control of the activities that transform resources into finished products that create value for and provide benefits to customers, [167]
Operations manager, 119
Operations (Production) Managers managers responsible for ensuring that operations activities create value and provide benefits to customers, [167]
Orders Process set of methods and technologies used to produce a good or a service, [169]
Opportunity, 4
Order Processing personal-selling task in which salespeople receive orders and see to their handling and delivery, [319]
Organizational Analysis process of analyzing a firm’s strengths and weaknesses, [127]
Organizational Citizenship positive behaviors that do not directly contribute to the bottom line, [197]
Organizational Commitment an individual’s identification with the organization and its mission, [201]
Organizational products, 283–284
Organizational Stakeholders those groups, individuals, and organizations that are directly affected by the practices of an organization and who therefore have a stake in its performance, [39]
Organizational Structure specification of the jobs to be done within an organization and the ways in which they relate to one another, [141]

basic forms of, 150–151
Organization Chart diagram depicting a company’s structure and showing employees where they fit into its operations, 115, [141]
Organization of Petroleum Exporting Countries (OPEC), 105
Organizing management process of determining how best to arrange an organization’s resources and activities into a coherent structure, [117]
Outsourcing the practice of paying suppliers and distributors to perform certain business processes or to provide needed materials or services, [99], 186–187
Overseers, 229
Ownership Equity amount of money that owners would receive if they sold all of a firm’s assets and paid all of its liabilities, [365]

Page, Larry, 112–113
Paid-In Capital money that is invested in a company by its owners, [367]
Participative Management and Empowerment method of increasing job satisfaction by giving employees a voice in the management of their jobs and the company, [211]
Partnerships, 73–74

Pacific Asian marketplace, 91
Pacific Islanders, 69
Packaging physical container in which a product is sold, advertised, or protected, [289]
Page, Larry, 112–113
Paid-In Capital money that is invested in a company by its owners, [367]
Participative Management and Empowerment method of increasing job satisfaction by giving employees a voice in the management of their jobs and the company, [211]
Partnerships, 73–74
Patio Act, 255, 401
Pay-for-Knowledge Plan incentive plan to encourage employees to learn new skills or become proficient at different jobs, [251]
Pay for Performance (VARIABLE Pay) individual incentive that rewards a manager for especially productive output, [251]
PayPal, 58
Peanut Corporation of America, 48
Pearson, 122
Penetration Pricing setting an initially low price to establish a new product in the market, [303]
Pension Fund nondeposit pool of funds managed to provide retirement income for its members, [393]
People, 276
PeopleTradingServices.com, 340
PepsiCo, 15, 122, 145
Per-capita income, 90
Perfect Competition market or industry characterized by numerous small firms producing an identical product, [15]
Performance Appraisal evaluation of an employee’s job performance in order to determine the degree to which the employee is performing effectively, [249]
Performance Behaviors the total set of work-related behaviors that the organization expects employees to display, [197]
Performance dimension of quality that refers to how well a product does what it is supposed to do, [175]
Permission marketing, 318
Personal Net Worth value of one’s total assets minus one’s total liabilities (debts), [451]
Personal Selling promotional tool in which a salesperson communicates one-on-one with potential customers, [317]
Person-Job Fit the extent to which a person’s contributions and the organization’s inducements match one another, [203]
Pet Chart production schedule specifying the sequence of activities, time requirements, and critical path for performing the steps in a project, [179]
Pharmaceutical industry, 34
Physical Distribution activities needed to move a product efficiently from manufacturer to consumer, [311]
Physical Resources tangible items organizations use in the conduct of their businesses, 7, [9]
Picketing labor action in which workers publicize their grievances at the entrance to an employer’s facility, [261]
Pixar Animation Studios, 116
Pizza Hut, 125 franchises of, 102
Place (Distribution) part of the marketing mix concerned with getting products from producers to consumers, [277]
Place utility, 167, 271
Planned Economy economy that relies on a centralized government to control all or most factors of production and to make all or most production and allocation decisions, [9], 104
Planning management process of determining what an organization needs to do and how best to get it done, [115]
Poilâne, Lionel, 98
Point-of-Sale (POS) Display sales-promotion technique in which product displays are located in certain areas to stimulate purchase or to provide information on a product, [319]
Point-of-Sale (POS) Terminal electronic device that transfers funds from the customer’s bank account to pay for retail purchases, [403]
Political action committee (PAC), 272
Political-Legal Environment the relationship between business and government, [7]
Pollution, 42–43
Polo, 15
Polygraph tests, 248
Portfolio combined holdings of all the financial investments of any company or individual, [429]
Positioning process of establishing an identifiable product image in the minds of consumers, [315]
Positive Reinforcement reward that follows desired behaviors, [209]
Possession utility, 271
Postini, 114
Predictability, of insurable risk, 445
Premium sales-promotion technique in which offers of free or reduced-price items are used to stimulate purchases, [319]
President, 118
Price Appreciation increase in the dollar value of an investment at two points in time (the amount by which the price of a security increases), [427]
Priceline.com, 304
Price Lining setting a limited number of prices for certain categories of products, [305]
Price points, 304
PriceSCAN, 309
Price Skimming setting an initially high price to cover new product costs and generate a profit, [303]
Pricing Objectives the goals that sellers hope to achieve in pricing products for sale, [301]
Pricing process of determining the best price at which to sell a product, [277], [301] strategies and tactics for, 303–305
Primary agents of interest, 34
Primary Securities Market market in which new stocks and bonds are bought and sold by firms and governments, [421]
Prime Rate interest rate available to a bank’s most creditworthy customers, [393]
Principal, interest, taxes, and insurance (PITI), 456–458
Principal individual or organization authorizing an agent to act on its behalf, [449]
The Principles of Scientific Management (Taylor), 203
Private Accountant salaried accountant hired by a business to carry out its day-to-day financial activities, [361]
Private Brand (Private Label) brand-name product that a wholesaler or retailer has commissioned from a manufacturer, [289]
Private Enterprise economic system that allows individuals to pursue their own interests without undue governmental restriction, [15]
Private Warehouse warehouse owned by and providing storage for a single company, [311]
Privatization process of converting government enterprises into privately owned companies, [11]
Proactive Stance approach to social responsibility by which a company actively seeks opportunities to contribute to the well-being of groups and individuals in its social environment, [49]
Process Departmentalization dividing an organization according to production processes used to create a good or service, [143]
Process flowcharts, 176
Procter & Gamble, 290, 341
Product Departmentalization dividing an organization according to specific products or services being created, [143]
Product Differentiation creation of a product feature or product image that differs enough from existing products to attract customers, [275]
Product Features tangible and intangible qualities that a company builds into its products, [283]
Product good, service, or idea that is marketed to fill consumers’ needs and wants, [275]
Production Item industrial product purchased and used directly in the production process that creates other goods or services, [283]
Productivity a measure of economic growth that compares how much a system produces, [19]
Product Liability tort in which a company is responsible for injuries caused by its products, [449]
Product Life Cycle (PLC) series of stages in a product’s commercial life, [285]
Product Line group of products that are closely related because they function in a similar manner or are sold to the same customer group who will use them in similar ways, [285]
Product-line retailers, 307
Product Mix group of products that a firm makes available for sale, [285]
Product Placement a promotional tactic for brand exposure in which characters in television, film, music, magazines, or video games use a real product with its brand visible to viewers, [286]
Product Positioning process of fixing, adapting, and communicating the nature of a product, [277]
Professional Corporation form of ownership allowing professionals to take advantage of corporate benefits while granting them limited business liability and unlimited professional liability, [77]
Profitability Ratio financial ratio for measuring a firm’s potential earnings, [371]
Profit Center separate company unit responsible for its own costs and profits, [143]
Profits difference between a business’s revenues and its expenses, [5] for Facebook, 80
supply of goods, 12
Profit-Sharing Plan incentive plan for distributing bonuses to employees when company profits rise above a certain level, [251]
Project manager, 118
Project scheduling, 178–179
Promotional Mix combination of tools used to promote a product, [315]
Promotion aspect of the marketing mix concerned with the most effective techniques for communicating information about products, [277], [315]
Property anything of value to which a person or business has sole right of ownership, [449]
Property Insurance insurance covering losses resulting from physical damage to or loss of the insured’s real estate or personal property, [445]
Prospectus registration statement filed with the SEC, containing information for prospective investors about a security to be offered and the issuing company, [435]
Protected Class set of individuals who by nature of one or more common characteristics is protected under the law from discrimination on the basis of that characteristic, [253]
Protectionism practice of protecting domestic business against foreign competition, [105]
PRT Group, 69
Psychographics, 278
Psychological Contract set of expectations held by an employee concerning what he or she will contribute to an organization (referred to as contributions) and what the organization will in return provide the employee (referred to as inducements), [201]
Psychological Pricing pricing tactic that takes advantage of the fact that consumers do not always respond rationally to stated prices, [305]
Publicity promotional tool in which information about a company, a product, or an event is transmitted by the general mass media to attract public attention, [319]
Publicly Held (or Public) Corporation corporation whose stock is widely held and available for sale to the general public, [77]
Public Relations company-influenced information directed at building goodwill with the public or dealing with unfavorable events, [319]
Public Utility Regulatory Policy Act, 209
Public Warehouse independently owned and operated warehouse that stores goods for many firms, [311]
Punishment unpleasant consequences of an undesirable behavior, [209]
Punitive Damages fines imposed over and above any actual losses suffered by a plaintiff, [449]
Purchasing acquisition of the materials and services that a firm needs to produce its products, [181]
Purchasing Power Parity the principle that exchange rates are set so that the prices of similar products in different countries are about the same, [19]
Pure Risk risk involving only the possibility of loss or no loss, [445]
Quality Control action of ensuring that operations produce products that meet specific quality standards, [181]
Quality Improvement Team TQM tool in which collaborative groups of employees from various work areas work together to improve quality by solving common shared production problems, [185]
Quality Ownership principle of total quality management that holds that quality belongs to each person who creates it while performing a job, [183]
Quid Pro Quo Harassment form of sexual harassment in which sexual favors are requested in return for job-related benefits, [255]
Quinlan, Mary Lou, 196
Quota restriction on the number of products of a certain type that can be imported into a country, [105]
QVC, 310
Racial harassment, 197
Radio Shack, 105
Rajaratnam, Raj, 435
Ramalinga, Raju, 356
Ralph Lauren, 15
Ramada, 66
Rational decision making, 232–235
Rational Motives reasons for purchasing a product that are based on a logical evaluation of product attributes, [281]
Real GDP gross domestic product (GDP) adjusted to account for changes in currency values and price changes, [19]
Recession a period during which aggregate output, as measured by GDP, declines, [23]
Recruiting process of attracting qualified persons to apply for jobs an organization is seeking to fill, [247]
Recycling, 43
Red Cross, 33
Redfin, 228
Reebok, 234
Reengineering, 185
Register of Known Spam Operators (ROKSO), 348
Regulatory (Administrative) Law law made by the authority of administrative agencies, [447]

Relationship Marketing marketing strategy that emphasizes building lasting relationships with customers and suppliers, [271]

Reliant Energy, 130

RE/MAX, 66, 114–115

Renault, 221

Replacement Chart list of each management position, who occupies it, how long that person will likely stay in the job, and who is qualified as a replacement, [247]

Research and Development (R&D), 285

Research In Motion (RIM), 337

Reseller Market organizational market consisting of intermediaries that buy and resell finished goods, [281]

Reserve Requirement percentage of its deposits that a bank must hold in cash or on deposit with the Fed, [399]

Responsibility duty to perform an assigned task, [149]

Retail distribution, 306

Retailer intermediary who sells products directly to consumers, [305]

in small business, 62

Retained Earnings earnings retained by a firm for its use rather than paid out as dividends, [367]

Reuters, 114

Revenue Recognition formal recording and reporting of revenues at the appropriate time, [371]

Revenues funds that flow into a business from the sale of goods or services, [367]

Revised Uniform Limited Partnership Act, 73

Revlon, 290

Riceland, 74

Rights, 36, 37

Risk Avoidance practice of avoiding risk by declining or ceasing to participate in an activity, [445]

Risk Control practice of minimizing the frequency or severity of losses from risky activities, [445]

Risk Management process of conserving the firm’s earning power and assets by reducing the threat of losses due to uncontrollable events, [445]

Risk Propensity extent to which a decision maker is willing to gamble when making a decision, [235]

with entrepreneurs, 65

Risk Retention practice of covering a firm’s losses with its own funds, [445]

Risk-Return (Risk-Reward) Relationship principle that safer investments tend to offer lower returns whereas riskier investments tend to offer higher returns (rewards), [427]

Risk Transfer practice of transferring a firm’s risk to another firm, [445]

Risk uncertainty about future events, [445]

Rockefeller, John D., 41

Ronald McDonald House, 48–49

Roth IRA provision allowing individual retirement savings with tax-free accumulated earnings, [459]

Router, 347

Royal Dutch Shell, 30

Rubbermaid, 156

Russell 2000 Index specialty index that uses 2,000 stocks to measure the performance of the smallest U.S. companies, [427]

S

Sabotage, 197

Saint Luke’s Hospital, 183

Saks, 252

Salary compensation in the form of money paid for discharging the responsibilities of a job, [251]

Sales Agent independent intermediary who generally deals in the related product lines of a few producers and forms long-term relationships to represent those producers and meet the needs of many customers, [307]

Sales Promotion short-term promotional activity designed to encourage consumer buying, industrial sales, or cooperation from distributors, [319]

Salmonella, 48

Salvation Army, 33

Same-Steps Layout physical arrangement of production steps designed to make one type of product in a fixed sequence of activities according to its production requirements, [175]

Samsung, 91, 186

Samuel Adams Lager, 123

Sant, Roger, 209

Sarbanes-Oxley Act of 2002 (Sarbox or SOx) enactment of federal regulations to restore public trust in accounting practices by imposing new requirements on financial activities in publicly traded corporations, 47, [363]

Save-A-Lot, 170

Savings and Loan Association (S&L) financial institution accepting deposits and making loans primarily for home mortgages, [393]

Scardino, Marjorie, 122

Schuessler, Jack, 319

Schultz, Howard, 8, 64, 124, 222, 268, 292

Scientific management, 203

S Corporation hybrid of a closely held corporation and a partnership, organized and operated like a corporation but treated as a partnership for tax purposes, [77]

Sears, 41

Secondary Securities Market market in which existing (not new) stocks and bonds are sold to the public, [421]

Secured Loan (Asset-Backed Loan) loan to finance an asset, backed by the borrower pledging the asset as collateral to the lender, [429]

Securities and Exchange Commission (SEC) government agency that regulates U.S. securities markets, 40–41, 46, 358, [421], 435

Securities Investment Dealer (Broker) financial institution that buys and sells stocks and bonds both for investors and for its own accounts, [393]

Securities Investment Protection Corporation (SIPC), 425

Securities Markets markets in which stocks and bonds are sold, [421]

Securities stocks, bonds, and mutual funds representing secured, or asset-based, claims by investors against issuers, [421]

Security policy, 346

Self-awareness, 200

Service Corps of Retired Executives (SCORE), 68

Service Operations (Service Production) activities producing intangible and tangible products, such as entertainment, transportation, and education, [167]

Services products having nonphysical features, such as information, expertise, or an activity that can be purchased, [271] in small business, 62

Seth Thomas, 281

7-Eleven, 66

Sexual Harassment making unwelcome sexual advances in the workplace, 197, [253]

Shares, 417

Shell Oil, 48, 212 learning organization at, 153

Sherman Antitrust Act, 16

Shopping Agent (E-Agent) e-intermediary (middleman) in the Internet distribution channel that assists users in
finding products and prices but does not take possession of products, [309]
Shopping.com, 310
**Shopping Good/Shopping Service** moderately expensive, infrequently purchased good or service, [283]
**Shortage** situation in which quantity demanded exceeds quantity supplied, [13]
**Short-Term Goal** goal set for the very near future, [125]
**Short-Term Solvency Ratio** financial ratio for measuring a company’s ability to pay immediate debts, [373]
**Silent partners**, 73
**Situational Approach to Leadership** assumes that appropriate leader behavior varies from one situation to another, [225]
**Skills Inventories**, 246
**Slovakia**, 174
Slowdown, 260
*Slumdog Millionaire*, 100
**Small Business Administration (SBA)** government agency charged with assisting small businesses, [61]
**Small Business Development Center (SBDC)** SBA program designed to consolidate information from various disciplines and make it available to small businesses, [69]
**Small Business** independently owned business that has relatively little influence in its market, [61]
- failures of, 70
- financing, 67–68
- importance of, 60–62
- Internet and, 65
- marketing for, 290–291
- popular areas for, 62–64
- social responsibility and, 50–51
- starting, 66–67
- successes of, 70–71
**Small-Business Investment Company (SBIC)** government-regulated investment company that borrows money from the SBA to invest in or lend to a small business, [69]
**Smart Card** credit-card-sized plastic card with an embedded computer chip that can be programmed with electronic money, [403]
- Smisek, Jeffrey, 123
- Smith, Fred, 152
- Smith, Richard, 332–333
- Social-advertising, 80
**Social Audit** systematic analysis of a firm’s success in using funds earmarked for meeting its social responsibility goals, [51]
- Social consciousness, 41–42
**Socialism** planned economic system in which the government owns and operates only selected major sources of production, [11]
- Social networking, 58–60, 291. See also specific social networking sites as service, 334
- wowOwow.com, 308
**Social Responsibility** the attempt of a business to balance its commitments to groups and individuals in its environment, including customers, other businesses, employees, investors, and local communities, [39]
- for customers, 43–45
- for employees, 46–47
- for investors, 46–47
- management of, 50
- small business and, 50–51
**Social skills**, 200
**Sociocultural Environment** the customs, mores, values, and demographic characteristics of the society in which an organization functions, [7]
**Software** programs that tell the computer how to function, what resources to use, how to use them, and application programs for specific activities, [339]
**Sole Proprietorship** business owned and usually operated by one person who is responsible for all of its debts, [73]
- Sollers, 103
**Solvency Ratio** financial ratio, either short or long-term, for estimating the borrower’s ability to repay debt, [371]
- Sony, 45, 186
- South Korea, 186
- Southwest Airlines, 116
**S&P 500** market index of U.S. equities based on the performance of 500 large-cap stocks representing various sectors of the overall equities market, [425]
- Spain, 272
**Spam** junk e-mail sent to a mailing list or a newsgroup, [347]
**Span of Control** number of people supervised by one manager, [147]
- Spear phishing, 329
- Specialization, 142
**Specialty Good/ Specialty Service** expensive, rarely purchased good or service, [283]
**Specialty Store** retail store carrying one product line or category of related products, [307]
**Speculative Risk** risk involving the possibility of gain or loss, [445]
**Speed To Market** strategy of introducing new products to respond quickly to customer or market changes, [285]
**Spin-Off** strategy of setting up one or more corporate units as new, independent corporations, [79]
**Spyware** program unknowingly downloaded by users that monitors their computer activities, gathering e-mail addresses, credit card numbers, and other information that it transmits to someone outside the host system, [347]
- Sreekanti, Kumar, 40
**Stability** condition in which the amount of money available in an economic system and the quantity of goods and services produced in it are growing at about the same rate, [21]
**Stabilization Policy** government economic policy intended to smooth out fluctuations in output and unemployment and to stabilize prices, [23]
**Staff Authority** authority based on expertise that usually involves counseling and advising line managers, [149]
**Staff Members** advisers and counselors who help line departments in making decisions but who do not have the authority to make final decisions, [149]
**Staff Schedule** assigned working times in upcoming days for each employee on each work shift, [177]
- Stahl, Lesley, 308
**Standard of Living** the total quantity and quality of goods and services people can purchase with the currency used in their economic system, [17]
- Standard & Poor’s, 114, 432
- Starbucks, 8, 16, 40, 124, 268–269, 292
- globalization and, 89
- Start-ups, 64
**Statement of Cash Flows** financial statement describing a firm’s yearly cash receipts and profit cash payments, [369]
**Statutory Law** law created by constitution(s) or by federal, state, or local legislative acts, [447]
- Steamboat Willy, 142
- Stewart, Martha, 47
**Stock Broker** individual or organization that receives and executes buy and sell orders on behalf of outside customers in return for commissions, [423]
**Stock Exchange** an organization of individuals to provide an institutional auction setting in which stocks can be bought and sold, [421]
**Stockholder (or Shareholder)** owner of shares of stock in a corporation, [27]
Stock portion of ownership of a corporation, [417]
Stock Split stock dividend paid in additional shares to shareholders, thus increasing the number of outstanding shares, [433]
Strategic Alliance arrangement (also called joint venture) in which a company finds a foreign partner to contribute approximately half of the resources needed to establish and operate a new business in the partner’s country, [103]
Strategic Alliance strategy in which two or more organizations collaborate on a project for mutual gain, [79]
Strategic Goal goal derived directly from a firm’s mission statement, [127]
Strategic Leadership leader’s ability to understand the complexities of both the organization and its environment and to lead change in the organization so as to enhance its competitiveness, [231]
Strategic Management process of helping an organization maintain an effective alignment with its environment, [123]
Strategic Plan plan reflecting decisions about resource allocations, company priorities, and steps needed to meet strategic goals, [129]
Strategy broad set of organizational plans for implementing the decisions made for achieving organizational goals, [125]
formulating, 126–127
in operations, 170–172
organizational structure and, 141
for pricing, 303–305
types of, 125–126
Strategy Formulation creation of a broad program for defining and meeting an organization’s goals, [127]
Strict Product Liability principle that liability can result not from a producer’s negligence but from a defect in the product itself, [449]
Strikebreaker worker hired as a permanent or temporary replacement for a striking employee, [261]
Strike labor action in which employees temporarily walk off the job and refuse to work, [261]
Studebaker, 120
Subprime housing market, 431
Subsidy government payment to help a domestic business compete with foreign firms, [105]
Substitute Product product that is dissimilar from those of competitors but that can fulfill the same need, [275]
Sunday, Robert, 195–196
Supermarket large product-line retailer offering a variety of food and food-related items in specialized departments, [307]
Supplier, 118
Suppliers, as stakeholders, 41
Supplier Selection process of finding and choosing suppliers from whom to buy, [181]
Supply Chain (Value Chain) flow of information, materials, and services that starts with raw-materials suppliers and continues adding value through other stages in the network of firms until the product reaches the end customer, [185], 312–314
Supply Chain Management (SCM) principle of looking at the supply chain as a whole to improve the overall flow through the system, [187]
Supply Curve graph showing how many units of a product will be supplied (offered for sale) at different prices, [13]
Supply the willingness and ability of producers to offer a good or service for sale, [13]
Surplus situation in which quantity supplied exceeds quantity demanded, [13]
Sustainability, 44
Tandle Energy Limited, 272
Suzui, 91
Sweat equity, 73
Sweden, 103
Switzerland, 289
SWOT Analysis identification and analysis of organizational strengths and weaknesses and environmental opportunities and threats as part of strategy formulation, [127]
T
Taco Bell, 125, 174
Tactical Plan generally short-term plan concerned with implementing specific aspects of a company’s strategic plans, 114, [129]
Tall Organizational Structure characteristic of centralized companies with multiple layers of management, [147]
Tandy Corp., 105
Tangible Personal Property any movable item that can be owned, bought, sold, or leased, [449]
Tangible Real Property land and anything attached to it, [449]
Target, 41, 272
Target Market group of people who have similar wants and needs and can be expected to show interest in the same products, [277]
Tariff tax levied on imported products, [105]
Task-Focused Leader Behavior leader behavior focusing on how tasks should be performed in order to meet certain goals and to achieve certain performance standards, [225]
Tax Services assistance provided by CPAs for tax preparation and tax planning, [361]
Tax system overhaul, 23
Taylor, Frederick, 203
Team organization, 154
Team structures, 210
Technical Skills skills needed to perform specialized tasks, [121]
Technological Environment all the ways by which firms create value for their constituents, [7], 273
Telecommuting form of flextime that allows people to perform some or all of a job away from standard office settings, [213]
Telemarketing form of nonstore retailing in which the telephone is used to sell directly, to consumers, [309]
Tempstaff, 64–65
Tender Offer offer to buy shares made by a prospective buyer directly to a target corporation’s shareholders, who then make individual decisions about whether to sell, [75]
Thailand, 103
Theft, 197
Theory X theory of motivation holding that people are naturally lazy and uncooperative, [205]
Theory Y theory of motivation holding that people are naturally energetic, growth-oriented, self-motivated, and interested in being productive, [205]
Thiel, Peter, 58
3M, 156, 170
TIAA-CREF, 78
Tide, 15
Timbuk2, 332
Time compression, 285
Time Deposit bank funds that have a fixed term of time to maturity and cannot be withdrawn earlier or transferred by check, [391]
Time Management Skills skills associated with the productive use of time, [121]
Time utility, 167, 270
Time Value Of Money principle that invested money grows, over time, by
earning interest or some other form of return, [417]
TNT Post Group N.V., 11
Tobacco industry, 48
Tomlin, Lily, 308
Top Manager manager responsible for a firm’s overall performance and effectiveness, [119]
Tort civil injury to people, property, or reputation for which compensation must be paid, [447]
Toshiba, 91
Total Quality Management (TQM) sum of all activities involved in getting high-quality goods and services into the marketplace, [181]
Toxic assets, 371
Toxic waste disposal, 43
Toyota, 41, 91, 170, 172
Trade Deficit situation in which a country’s imports exceed its exports, creating a negative balance of trade, 20–21, [95]
Trademark exclusive legal right to use a brand name or symbol, [449]
Trade Show sales-promotion technique in which various members of an industry gather to display, demonstrate, and sell products, [319]
Trade Surplus situation in which a country’s exports exceed its imports, creating a positive balance of trade, [95]
Trading floor, 421
Traditional Individual Retirement Account (IRA) provision allowing individual tax-deferred retirement savings, [459]
Trait Approach to Leadership focused on identifying the essential traits that distinguished leaders, [223]
Transcational Leadership comparable to management, it involves routine, regimented activities, [227]
TransFair, 88–89
Transformational Leadership the set of abilities that allows a leader to recognize the need for change, to create a vision to guide that change, and to execute the change effectively, [225]
Transportation activities in transporting resources to the producer and finished goods to customers, [181] in small business, 63
Treasurer, 118
Treaty, 91
Trial Court general court that hears cases not specifically assigned to another court, [447]
Trojan horses, 345–346
Troubled Asset Relief Program (TARP), 400
Trust Services management by a bank on behalf of an individual, [393]
Tupperware, 305
Turner, Ted, 226
Turnover annual percentage of an organization’s workforce that leaves and must be replaced, [197]
Tweedie, David, 376
Twitter, 373
Two-Factor Theory theory of motivation holding that job satisfaction depends on two factors, hygiene and motivation, [205]
Tyco International, 32, 42
U
Unconnectedness, of insurable risk, 445
Unemployment the level of joblessness among people actively seeking work in an economic system, [23]
Unethical Behavior behavior that does not conform to generally accepted social norms concerning beneficial and harmful actions, [33]
Uniform Commercial Code (UCC) body of standardized laws governing the rights of buyers and sellers in transactions, [449]
Union Butterfield, 198
United Airlines, 78, 116
United Auto Workers (UAW), 258
United Technologies (UT), 36
United Way, 33, 41
Unlimited Liability legal principle holding owners responsible for paying off all debts of a business, [73]
Unrelated diversification, 125
Unsecured Loan loan for which collateral is not required, [429]
Unstorable, 169
UPS, 152
materials management at, 180
Urban Outfitters, 7
decentralization at, 146
U.S. Express, 312
Us Weekly, 276
Utility ability of a product to satisfy a human want or need, 36, 37, [167], [271]
V
Value-Added Analysis process of evaluating all work activities, materials flows, and paperwork to determine the value that they add for customers, [183], 314
Value Package product marketed as a bundle of value-adding attributes, including reasonable cost, [283]
Value relative comparison of a product’s benefits versus its costs, [271]
Vanderbilt, Cornelius, 41
Variable Cost cost that changes with the quantity of a product produced and sold, [301]
Venture Capital Company group of small investors who invest money in companies with rapid growth potential, [69]
Venture Capital private funds from wealthy individuals seeking investment opportunities in new growth companies, [431]
Verifiability, of insurable risk, 445
Vestibule Training off-the-job training conducted in a simulated environment, [249]
Vice president, 118
Victoria’s Secret, 45, 79
Videoconferencing, 336
Video retailing nonstore retailing to consumers via home television, [311]
Vietnam, 104
Vioxx, 44
Viral Marketing type of buzz marketing that relies on the Internet to spread information like a “virus” from person to person about products and ideas, [289]
Virtual leadership leadership in settings where leaders and followers interact electronically rather than in face-to-face settings, [231]
Virtual organization, 154
Viruses, 345–346
Visual Staff Scheduler Pro (VSS Pro), 178
Vitiene, Erika, 173
Vlasic, 143–144
Volkswagen, 91, 126
Voluntary Bankruptcy bankruptcy proceedings initiated by an indebted individual or organization, [449]
Vondra, AL, 356
Vsat Satellite Communications network of geographically dispersed transmitter-receivers (transceivers) that send signals to and receive signals from a satellite, exchanging voice, video, and data transmissions, [337]
W
Wage Reopener Clause clause allowing wage rates to be renegotiated during the life of a labor contract, [261]
Wages compensation in the form of money paid for time worked, [251]
Wakal, Sam, 47
Wall Street Journal, 26
Walton, Sam, 116
Wang laboratories, 69
Ward, Stephen, 139
Warehousing physical distribution operation concerned with the storage of goods, [311]
Warehousing storage of incoming materials for production and finished goods for distribution to customers, [181]
Warranty seller’s promise to stand by its products or services if a problem occurs after the sale, [449]
Water pollution, 43
Waxman, Henry, 431
Weill, Sandy, 40
Wells, Mary, 308
Wells Fargo, 39, 252
Wendy’s, 319
Wenner, Jann, 276
Wenner Media, 276
Whistle-blower employee who detects and tries to put an end to a company’s unethical, illegal, or socially irresponsible actions by publicizing them, [47]
White Barn Candle Co., 79
Whole Foods Market, 146, 272
Wholesale Club bargain retailer offering large discounts on brand-name merchandise to customers who have paid annual membership fees, [309]
Wholesale distribution, 306
Wholesaler intermediary who sells products to other businesses for resale to final consumers, [305]
in small business, 63
Wide Area Network (WAN) computers that are linked over long distances through telephone lines, microwave signals, or satellite communications, [337]
WI-FI technology using a wireless local area network, [337]
Winterkorn, Martin, 126
Wireless Local Area Network (wireless Lan or Wlan) local area network with wireless access points for PC users, [337]
Wireless mooching, 344
Wireless Wide Area Network (WWAN) network that uses airborne electronic signals instead of wires to link computers and electronic devices over long distances, [337]
Women, 34
Work-at-home, 328–329
Workers’ Compensation Coverage coverage provided by a firm to employees for medical expenses, loss of wages, and rehabilitation costs resulting from job-related injuries or disease, [445]
Workers’ Compensation Insurance legally required insurance for compensating workers injured on the job, [251]
Workforce Diversity the range of workers’ attitudes, values, beliefs, and behaviors that differ by gender, race, age, ethnicity, physical ability, and other relevant characteristics, [255]
Workplace aggression, 197
Workplace violence, 197, 198
Work-share programs, 211–212
Work Sharing (Job Sharing) method of increasing job satisfaction by allowing two or more people to share a single full-time job, [213]
Work Slowdown labor action in which workers perform jobs at a slower than normal pace, [261]
Work Team groups of operating employees who are empowered to plan and organize their own work and to perform that work with a minimum of supervision, [149]
World Bank UN agency that provides a limited scope of financial services, such as funding improvements in underdeveloped countries, 90, [405]
WorldCom, 40–41
World Trade Organization (WTO) organization through which member nations negotiate trading agreements and resolve disputes about trade policies and practices, [93]
Worldwide Interoperability for Microwave Access (WiMAX), 338
World Wide Web branch of the Internet consisting of interlinked hypertext documents, or web pages, [335]
Worms, 345–346
wowOwow.com, 308
Wright, Nick, 342
X
Xerox, 156
Y
Yahoo!, 114
Yoshiko Shinohara, 64–65
YouTube, 114, 228
YUM!, 125
Z
Zombori, Sandor, 195
Zuckerberg, Mark, 58, 64