

Note. Key terms and their references are given in **bold**.

4D model, 350

Abdication, 167

Absorption, 355

ACAS, 186, 189

Accidents, 285

Accountability, 166

Accountability and audit, 302

Accounting for competitors, 106

Accounting rate of return, 342

Action-centred leadership, 179

Activities, 31

Activity on arrow presentation, 368

Activity on node, 370

Actual Cost of Work Performed (ACWP), 365

Adair, 179

Adaptability culture, 221

Adaptation, 314, 321

Adaptive strategy, 15

Advanced factors, 87

Advantages of a formal system of strategic planning, 10

After sales service, 33

Age discrimination, 196

Alliances, 327

Alternative courses of action, 112

Analysers, 220

Anthony, 263

Anthony's classification of managerial activity, 218

Apollo, 217

Appraisal procedures, 280

Approaches to negotiation, 242

Arbitration, 408

Artefacts, 76, 209, 211

Ashridge Management College, 172

Ashridge studies, 172

Asset specificity, 36

Athena, 218

Atkinson, 184

Audit committee, 302

Authority, 164

Avoidance, 355

Avoidance strategies, 255

Balance of trade, 71

Balanced scorecard, 43

Balogun and Hope Hailey, 314, 315

Bargaining, 45

Bargaining power of customers, 126

Bargaining power of suppliers, 127

Barriers to communication, 237, 241

Barriers to entry, 125

Baseline plan, 363

Basic factors, 87

BCG matrix, 104

Behaviour, 209

Belbin, 412

Beliefs and values, 75, 211

Benchmarking, 137

Benefits of improving corporate governance, 299

Better control, 10

Big Data, 119

Blake and Mouton, 175

Body language, 241

Boston classification, 104

Boston Consulting Group (BCG), 104

Bottom-up budgeting, 364

Boundaries, 34

Bounded rationality, 10, 35

Boyd, 169

Braithwaite and Drahos, 67

Brand competitors, 101

Breakthrough products, 132

BRIC economies, 91

Brunsson, 11

Budget, 338

Budget Report, 365

Budgeted Cost of Work Performed (BCWP), 365

Budgeted Cost of Work Scheduled (BCWS), 365

Budgeting Worksheet, 365

Budgets, 50

Buffers, 378

Bureaucracy, 182, 217

Bureaucratic authority, 253

Bureaucratic control, 265

Burns and Stalker, 181

Business ethics, 293, 297

Business partner, 268

Business plan, 277

CACI, 118

Cadbury report, 300

Calculative contract, 190

Capacity expansion, 64

Capital, 87

Carbon Tax, 65

Carnegie Mellon Software Engineering Institute, 348, 392

Cash cows, 104

Causes of accidents, 285

Causes of conflict, 248

Centrality, 164

Chairperson, 419

Chandler, 19

Change, 14, 170

Change agent, 322, 324

Change control, 345, 394

Change management, 322

Charismatic leaders, 323

Charles Handy, 254

Checkpoint, 347

Chief executive, 324

Child care, 199

- CIMA's Code of Ethics for professional accountants, 295
 - Citibank, 76
 - Clan control, 221, 266
 - Classical school, 154, 155
 - Club culture, 217
 - Cluster, 89
 - Coase, 35
 - Coca-Cola, 101
 - Coercive contract, 190
 - Coercive power, 163
 - Combined Code, 300
 - Commitment, 170, 191**
 - Communication, 112, 235, 402
 - Communication difficulties, 237
 - Comparative advantage, 86
 - Comparative analysis, 137
 - Compare and contrast project control systems, 390
 - Compensation, 193
 - Competition, 64, 246
 - Competitive advantage, 6, 131
 - Competitive Advantage Of Nations, 86
 - Competitive forces, 124**
 - Competitive position, 101**
 - Competitive products, 132
 - Competitive rivalry, 127
 - Competitive strategy, 131**
 - Competitor analysis, 101, 102**
 - Competitor intelligence system, 103
 - Competitor profiles, 137
 - Competitor response profiles, 103
 - Competitors, 102
 - Completion and review, 353
 - Completion report, 389**
 - Complexity and dynamism, 61
 - Compliance based approach, 294
 - Compliance with the Code, 302
 - Computer systems, 117
 - Conciliation Officer, 193
 - Configuration management, 345
 - Conflict, 246, 250**
 - Conflict handling styles, 251
 - Confrontation and negotiation, 253
 - Connected stakeholders, 80
 - Consistency culture, 221
 - Consolidated industry, 102
 - Constructive compromise, 242
 - Consultancies, 108
 - Consultancy firms, 117
 - Consultants, 254, 324
 - Consultation, 167
 - Consults, 180
 - Contextual features model, 315
 - Contingency approach, 218
 - Contingency plan, 355
 - Contingency theory, 171, 177
 - Contingency time allowances, 377
 - Continuous organisation, 182
 - Continuum of leadership styles, 172
 - Control, 50
 - Control environment, 276
 - Control framework, 276
 - Control gates, 367
 - Control procedures, 276
 - Control processes, 266
 - Control strategies, 267
 - Control system, 267
 - Control system features, 265
 - Controlling project changes, 394
 - Co-operative behaviour, 253
 - Co-operative contract, 191
 - Core competences, 30**
 - Core employees, 74
 - Core resources and competences, 30
 - Corporate appraisal, 9, 136**
 - Corporate culture, 288, 294
 - Corporate governance, 298**
 - Corporate Governance Code, 303
 - COSO, 276
 - Cost advantages of existing producers, independent of economies, 125
 - Cost leadership, 131**
 - Cost variance, 365
 - Cost-benefit analysis, 342
 - CPA, 375
 - Crafting strategy, 13
 - Creativity, 28
 - Crisis stabilisation, 324
 - Critical activities, 367**
 - Critical chain project management (CCPM), 377, 378
 - Critical path, 369, 372, 373
 - Critical Path Analysis (CPA), 367, 368
 - Critical success factors (CSFs), 48, 50, 130**
 - Crystal glass industry, 90
 - CSF analysis, 48
 - CSR, 292
 - Cultural iceberg, 210
 - Cultural strength, 215
 - Cultural values, 216
 - Cultural web, 213, 319
 - Culture, 75, 209, 211, 215, 238, 288, 317**
 - Culture and excellence, 215
 - Culture and strategy, 219
 - Culture and structure, 217
 - Customer, 167
 - Customer needs, 79
 - Customers, 85, 126
 - Customs, 75
 - Cyert and March, 11, 45
- D**ata Protection Act 1998, 118
- Database application packages, 117
 - Database information, 117
 - Deal and Kennedy, 215, 221
 - Decisional role, 160
 - Decision-making process, 111
 - Defenders, 220
 - Delaying, 168, 328
 - Delegation, 167**
 - Deliberate strategies, 12, 13
 - Delphi model, 79

- Demand conditions, 88
- Demography, 73**
- Denison, 220
- Dependencies and interactions, 364
- Dependency, 164
- Detecting discontinuity, 14
- Developing people, 159
- Diamond, 87
- Differentiation, 131**
- Dionysus, 218
- Direct discrimination, 196**
- Direct Mail Services Standards Board (DMSSB), 118
- Direction, 170
- Directors, 300
- Directors' remuneration, 301
- Disability Discrimination Acts, 196
- Disciplinary procedures, 187
- Disciplinary situations, 186
- Discontinuity, 14
- Dismissal, 192
- Disneyland Paris, 209
- Disputes Review Board, 409
- Disseminator, 160
- Disturbance handler, 160
- Diversity, 200
- Divestment and rationalisation, 64
- Divisional form of organisation, 37
- Divisionalised organisation, 19
- Documentation and reports, 382
- Dogs, 105
- Dorming, 415
- Double loop control, 11
- Drucker, 10, 158
- Drucker, Peter, 7
- Dummy activity, 369
- Duties of a project manager, 401

- E**arliest event time, 369
- Earliest start times, 373
- Ecological feasibility, 342
- Ecology, adaptation and individualisation, 28
- Ecology model, 28
- Econometrics, 115
- Economic environment, 68
- Economic factors and the management accountant, 72
- Economic growth, 77
- Economic policy, 69
- Economist Intelligence Unit, 117
- Effective control systems – the 6 'A's, 265
- Electronic communication, 240
- Electronic Data Interchange (EDI), 109
- Email, 240
- Emergent strategies, 12, 13**
- Emergent strategy, 13
- Emerging industries, 64
- Employee relations, 255
- Employees, 80
- Employment Act 2002, 186
- Employment contracts, 278
- Employment Equality (Age) Regulations 2006, 196
- Employment Equality (Religion or Belief) Regulations 2003, 196
- Employment Relations Act 1996, 196
- Employment Tribunal, 193
- Empowerment, 168**
- Enforces consistency at all levels, 10
- Entrepreneur, 160
- Entry barriers, 64
- Environment, 59
- Environmental analysis and uncertainty, 114
- Environmental data, 118
- Environmental factors, 59
- Environmental feasibility, 342
- Environmental fit, 61
- Environmental information and analysis, 114
- Environmental interactions, 62
- Environmental scanning, 108**
- Environmental uncertainty, 35
- Equal opportunities, 195**
- Equal opportunity, 197
- Equal pay legislation, 196
- Equitable pay, 191
- Estimates, 365
- Ethics, 291, 293**
- EU, 65
- European Central Bank, 65
- Eurostar, 126
- Evolution, 314, 321
- Evolutionary view, 247
- Exchange rate, 72
- Existential culture, 218
- Exit barrier, 103
- Expected time, 377
- Expert power, 163
- Experts, 218
- Explanation, 167
- Export consultants, 117
- Export of natural commodities, 93
- Export-led industrialisation, 94
- External appraisal, 136
- External information, 108
- External sources, 117
- External stakeholder, 81

- F**actor conditions, 87
- Factor costs, 86
- Fairness and equity, 190
- Fayol, 154
- Feasibility study, 341
- Feedback, 13
- Fiedler, 177
- Field and Keller, 349
- Figurehead, 159
- Financial control, 268
- Financial feasibility, 342
- Financial resources, 164
- Firm infrastructure, 33
- Firm strategy, structure and rivalry, 88
- Fiscal policy, 69

Five forces, 123, 124

Flexibility, 47, 168

Flexible firm model, 184

Float time, 374

Float times, 374

Focus, 131

Focus strategy, 133

Forcefield analysis, 317

Forecast, 115

Form competitors, 101

Formal approach, 7

Forming, 415

Formulating an effective equal opportunities policy, 197

Forward pass, 369

Founder, 214

Fragmented industry, 102

Free float, 374

Freewheeling opportunism, 17

French and Bell, 212

French and Raven, 163

Friedman, 292

Functional authority, 165

Functional decomposition, 351

Functional flexibility, 184

Functions of management, 154

Future orientation, 116

Gantt chart, 366, 375

Gantt charts, 375, 380

Gap analysis, 351

Garden tools, 88

General environment, 60

Generic competitors, 101

Generic strategy, 129

Ghoshal and Bartlett, 28

Global business regulation, 67

Globalisation, 298

Goal conflict, 45

Goal setting, 40

Goal structure, 45, 49

Goals, 39

Government economic policy, 69

Government spending, 70

Greater investment, 70

Greenbury report, 300

Grievance, 189

Group functioning, 414

Guide to the Project Management Body of Knowledge, 348, 390

Hampel report, 300

Handy, 184, 185, 217

Harris and Ogbonna, 329

Harrison, 217

Hawthorne studies, 157

Health and safety, 282

Health and Safety (Consultation with Employees) Regulations 1996, 284

Health and Safety (Display Screen Equipment) Regulations 1992, 284

Health and safety and workstations, 284

Health and Safety at Work Act 1974, 282

Health and safety legislation, 64

Health and safety policy, 287

Hersey and Blanchard, 178

Hierarchy, 182

Hierarchy of objectives, 39, 40, 49

Higgs report, 300

Highlight reports, 347

Hoffmann-LaRoche, 14

Hofstede, 209

Hofstede model, 223

Honda, 12

Horizontal alignment, 46

Housing market, 71

How trade-offs are made, 45

Human relations, 156

Human resource management, 33

Human resource management strategies, 255

Human resource strategy, 277

Human resources, 87

Hybrid chief executive, 324

Hygiene factors, 157**I**BM (UK), 38

IDEAL, 348, 392

Identifies risks, 10

Identifying projects, 341

Ignorance, 61

Impact of government, 64

Impact of information technology on the competitive forces, 128

Imperfect information, 113

Implementation, 51, 112

Implementation of strategy, 9, 10

Import-substitution, 93

Improved products, 132

Improving communication, 238

Inbound logistics, 32

Incremental/adaptive strategy, 15

Incrementalism, 15

Independent float, 374

Indirect discrimination, 196

Individualized Corporation, 28

Industrial relations (IR), 254

Industrialisation strategies, 93

Industry, 123

Industry competitors, 101

Industry life cycle, 130

Industry structure, 102

Inflation, 70, 72

Inflation and interest rates, 70

Influence, 163

Influences on organisational culture, 214

Influencing government, 65

Information bureaux, 108

Information culture, 116

Information for planning and control, 110

Information services, 109

- Informational role, 160
- Infrastructure, 87
- Innovation, 130
- Integration devices, 253
- Integrity based approach, 294
- Intended strategies, 12
- Interest rates, 72
- Intergroup training, 254
- Internal appraisal, 136
- Internal control, 275, 302**
- Internal data sources, 108
- Internal information, 108
- Internal sources, 117
- Internal stakeholders, 80
- International environment, 224
- International trade, 67
- International trade and exchange rates, 71
- Internet, 109, 128
- Interpersonal role, 159
- INTRO, 348, 392
- Investment centres, 265
- Involvement culture, 221
- Involvement of the private sector, 70
- Iron Triangle, 393
- Islamic banking, 76

- J**argon, 237
- Job losses, 328
- Job rotation, 254
- Johnson, Scholes and Whittington, 12
- Johnson and Scholes, 5, 48, 61, 213, 266
- Joins, 180

- K**aplan and Norton, 43
- Katz and Kahn, 169
- Katzenbach and Smith, 411
- Key Performance Indicators (KPIs), 48
- Key tasks, 50
- King report, 302
- Knowing the business, 14
- Knowledge, 87
- Knowledge workers, 168
- Kotler, 101
- Kotler, P, 103
- Kotter, 169
- Kram, 290

- L**atest event time, 369
- Latest start times, 374
- Le Shuttle, 126
- Leader, 159
- Leadership, 169, 214, 322**
- Leadership style, 171, 180
- Leadership styles and project management, 404
- Leading indicators, 115
- Learning, 13
- Learning curve effect, 131
- Learning organisation, 10
- Legal framework, 62, 283
- Legal impediment, 193

- Legitimate (or position) power, 163
- Legitimate power, 164
- Levels of control, 263
- Lewin, Lippitt and White, 174
- Liaison, 159
- Libraries, 109
- Likert, 174
- Limited communication, 253
- Lindblom, 15
- Line and staff authority, 165
- Line authority, 165**
- Linkages, 33
- Logical incrementalism, 15**
- LoNGPEST, 60
- Long-term and short-term objectives, 44

- M**ail Order Protection Scheme, 118
- Mailing Preference Service, 118
- Maintenance factors, 157**
- Management, 153, 169**
- Management accounting, 17
- Management by exception, 355, 404
- Management by Objectives (MbO), 46, 158
- Management information system, 117
- Management of ethics, 294
- Management of Health and Safety at Work Regulations 1992, 283
- Management planning, 33
- Management principles, 154
- Management processes, 159
- Management styles, 174
- Management tasks, 158
- Managerial grid, 175
- Managerial role, 159
- Managers, 80
- Managing a business, 158
- Managing conflict, 251
- Managing diversity, 200
- Managing managers, 158
- Managing patterns, 14
- Managing project risk, 353
- Managing stability, 13
- Managing stakeholder disputes, 408
- Managing worker and work, 158
- Manual handling and protective equipment, 284
- March, 45
- Market, 123**
- Market control, 265
- Market growth, 102
- Market share, 103, 104**
- Market size, 102
- Marketing and sales, 33
- Markets or hierarchies, 35
- Maylor, 350, 353
- Mayo, 162
- McGregor, 176
- McKinsey 7S model, 213
- Mechanistic, 181
- Mechanistic organisations, 181
- Media, 117
- Mediation, 408

- Mendelow matrix, 408
- Mentoring, 289**
- Meta-technology, 79
- Microsoft Access, 117
- Microsoft Project, 371, 372, 373, 380
- Miles and Snow, 220, 222
- Milestones, 367, 387
- Mintzberg, 12, 13, 15, 159, 162, 250, 291
- Mintzberg 5 Ps, 6
- Misconduct, 193
- Mission, 37, 39**
- Mission and objectives, 9
- Mission culture, 221
- Mission statement, 38, 294**
- Monetary policy, 69
- Monitor, 160
- Motivators, 157**
- Mourning/adjourning, 415

- N**egative discipline, 186
- Negative power (Handy), 163
- Negotiating, 242**
- Negotiation, 242, 408
- Negotiation process, 243
- Negotiator, 160
- Neo-human relations school, 157
- Network analysis, 367, 368**
- Network analysis or Critical Path Analysis (CPA), 367
- Network diagram, 366, 380
- Network organisations, 37
- Networks, 327
- Networks of influence, 327
- New products, 64
- New technology, 168
- Non-capability, 193
- Non-substitutability, 164
- Non-verbal communication, 239, 241
- Norming, 415

- O**bjective, 5
- Objectives, 153, 159
- Official functions, 182
- Oftel, 70
- Ofwat, 70
- Ohmae, 11
- Open system, 161
- Operational control, 111, 264**
- Operational management, 219
- Operations, 33
- Operations planning, 50
- Opportunities and threats, 136
- Opportunity costs, 86
- Oral and face-to-face communication, 239
- Organic organisations, 181
- Organisation, 153
- Organisation culture, 211**
- Organisational consistency, 20
- Organisational iceberg, 212
- Organisational learning, 28
- Organisational 'memory', 116
- Organisational objectives, 45
- Organisational politics, 250
- Other control systems, 392
- Other substantial reason, 193
- Ouchi, 222, 225, 265
- Ouchi: Theory Z, 222
- Outbound logistics, 33
- Outsourcing, 30, 37, 273**
- Overseas Trade, 117

- P**ackaged holidays, 77
- Paradigm, 314, 326
- Partnering, 408
- PASSCASH, 215
- Patent Office, 117
- Payback period, 342
- Perfect information, 113**
- Performance agreement, 277
- Performance and development plan, 277
- Performance appraisal, 279**
- Performance management, 277**
- Performance measurement, 265
- Performing, 415
- Peripheral employees, 74
- Person culture, 218
- Personality, 415
- PERT, 376
- PEST, 9, 60
- PESTEL, 60
- Peters, 215
- Peters and Waterman, 215
- Pharmaceuticals industry, 64
- Physical resources, 87
- Planning, 8
- Planning cycle, 10
- Pluralist view, 246
- PMBOK and PRINCE2, 390
- Policy, 5**
- Political and legal environment, 62, 63
- Political behaviour, 251
- Political risk and political change, 65
- Political risk checklist, 66
- Politics, 327
- Porter, 31, 86, 124, 131
- Porter, 86
- Porter's diamond, 86
- Positioning approach, 29
- Positioning-based strategy, 137
- Positive (or constructive) discipline, 186
- Positive discipline, 185
- Positive discrimination, 197
- Post-completion audit, 389, 390**
- Post-completion audit report, 390
- Power, 162, 327**
- Power centres, 163
- Power culture, 217
- Power distribution, 249
- Power structures, 327
- Primary activities, 32
- Primary objectives, 40

- PRIME, 40
- Prince 2 (2009), 348
- PRINCE2, 344
- Priorities, 50
- Priority setting, 45
- Private sector, 153
- Problems of team working, 411
- Problems with contracts, 35
- Problems with hierarchies, 36
- Problems
 - definition, 112
 - recognition, 112
- Process of appraisal, 280
- Processing strategic intelligence, 116
- Procurement, 33
- Product breakdown, 346
- Product innovation, 130
- Product or process team, 412
- Product safety and standardisation, 64
- Production possibility curve, 77
- Profit, 40
- Profit centres, 265
- Progress report, 386**
- Progressive discipline, 187
- Project, 337**
- Project authorisation, 382**
- Project Board, 345, 407**
- Project Brief, 350, 382**
- Project Budget, 364**
- Project champion, 407**
- Project change procedure, 394
- Project changes, 394
- Project Charter, 382**
- Project evaluation and review technique (PERT), 376
- Project Evaluation and Review Technique (PERT), 376
- Project failure, 394
- Project initiation document, 346, 350, 382**
- Project Initiation Meeting, 382
- Project life cycle, 349
- Project management, 338**
- Project Management Institute, 348, 390
- Project management maturity model, 353
- Project Management Plan, 382**
- Project management software, 373, 380, 381
- Project management tools, 339
- Project manager, 392, 401, 402, 407**
- Project manager responsibilities, 402
- Project meetings, 390
- Project objectives, 393
- Project owner, 407**
- Project planning, 401
- Project processes, 346
- Project requirement, 341
- Project scope, 351
- Project specification, 341
- Project sponsor, 407**
- Project stakeholders, 407**
- Project success factors, 340
- Project support team, 407**
- Project team, 407, 412, 420**
- Project teams, 218
- Project troubleshooting, 392
- Project working, 337
- Prospectors, 220
- Protectionism, 71**
- Psychological contract, 190
- Public sector, 153
- Purchasing power parity, 72
- Pure project organisation, 405
- Purposeful persuasion, 242

- Qualitative research, 109**
- Quality, 338, 345
- Quality control, 402
- Quality manager, 407**
- Quantifiable risk, 354
- Quantitative research, 110**
- Question marks, 105
- Quinn, 15

- R**
- Race Relations (Amendment) Act 2000, 196
- Race Relations Act, 196
- Rational model, 7, 8**
- Rationalism, 15
- Rationality, 182
- Reactors, 220
- Rearward pass, 369
- Reconciling, 14
- Reconstruction, 314, 321
- Recruitment and selection, 198
- Reduction, 355
- Redundancy, 193, 194
- Redundancy programmes, 328
- Referent (or personal) power, 163
- Regional Electricity Companies (RECs), 220
- Regional policy, 64
- Regression analysis, 115
- Regulation strategies, 254
- Related and supporting industries, 88
- Relations with shareholders, 301
- Relative market share, 104**
- Remuneration committee, 301
- Repetitive Strain Injury or RSI, 284
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR 1995, 287
- Reports on corporate governance, 300
- Resignation, 192
- Resource allocator, 160
- Resource based approach, 29
- Resource based strategy, 29, 37
- Resource histogram, 378**
- Resource planning, 49
- Resource-based strategies, 136
- Resources, 9, 337**
- Responses to risk, 355
- Responsibility, 166**
- Retirement, 192
- Reverse engineering, 351

- Review and control, 50
- Revolution, 314, 321
- Reward (or resource) power, 163
- Rewarding effective teams, 418
- Riddor 1995, 287
- Risk, 113**, 342, 354
- Risk and uncertainty in decision making, 113
- Risk assessment, 354
- Risk contingency plan, 355
- Risk management, 342, 354
- Risk manager, 407**
- Risks, 221
- Rituals, 76, 210, 212
- Rivalry, 129
- Rivalry amongst current competitors in the industry, 127
- Role culture, 217
- Role of IT, 116
- Role of the finance function, 268
- Role of the manager, 153
- Routines, 326
- Rules, 182

- S**arbanes-Oxley Act 2002, 302
- Satisficing, 45
- Scarcity of resources, 249
- Scenario building, 9
- Schedule variance, 365
- Scope, 116
- Second tier emerging nations, 92
- Secondary objectives, 41
- Selective reporting, 237
- Self discipline, 186
- Sells, 180
- Sensitivity analysis, 113
- Sequential attention, 45
- Service Level Agreement (SLA), 273
- Service Level Contract (SLC), 273
- Services, 69**
- Sex discrimination, 196
- Sex Discrimination and Equal Pay (Miscellaneous Amendments) Regulations 1996, 196
- Shamrock organisation, 184
- Shared objectives, 416
- Shared servicing, 275
- Shareholders, 301
- Short-termism, 72
- Sign-off, 366
- Situation analysis, 313
- Situational Leadership, 178
- Six Sigma, 348, 390, 391, 392
- Skills required of a project manager, 402
- Slippage, 387, 393
- Small businesses, 17
- SMART, 39
- Smith report, 300
- Social and cultural environment, 72
- Social change and social trends, 73
- Social facilitation, 412
- Social feasibility, 342
- Social responsibility, 291**
- Socially constructed risk, 354
- Socio-technical systems, 161
- Sources, availability and quality of data for environmental analysis, 108
- South African framework, 302
- Specialisation, 182
- Specialists, 407**
- Spokesperson, 160
- Stability, 13
- Staff appraisal system, 279
- Staff authority, 165**
- Stage model of change, 316
- Staged payments, 377
- Stakeholder analysis, 325
- Stakeholder goals and objectives, 79
- Stakeholder groups, 9, 325
- Stakeholder mapping, 83, 409
- Stakeholder power, 409
- Stakeholder view, 292
- Stakeholders, 45, 79**, 324, 325, 408
- Standard deviation, 377
- Stars, 104
- Start-ups, 18
- Statutory disciplinary procedure, 187
- STEEPLE, 60
- Steering committee, 344
- Steiner, 414
- Sternberg, 294
- Stewart, 183
- Stock Exchange Combined Code, 300
- Storming, 415
- Strategic analysis, 9
- Strategic business unit (SBU), 27**
- Strategic change, 313
- Strategic choice, 9
- Strategic contingencies, 164
- Strategic control, 264
- Strategic decisions, 5
- Strategic intelligence, 116**
- Strategic intent, 37
- Strategic issues of small businesses, 17
- Strategic issues of start-ups, 18
- Strategic leadership, 322
- Strategic management, 218
- Strategic objectives, 11
- Strategic options evaluation, 9
- Strategic options generation, 9
- Strategic plan, 5**
- Strategic planning, 7, 110**
- Strategic planning committee, 11
- Strategies, 5
- Strategy, 5**, 329
- Strategy and structure, 20
- Strategy selection, 9
- Strengths and weaknesses analysis, 136
- Strengths of team working, 411
- Strong culture, 215
- Structural separation, 253
- Structure of information flows, 116
- Style theories, 171
- Styles of change management, 320

Subcultures, 76
 Substitute products, 126
 Substitutes, 128
 Super-ordinate goals, 254
 Suppliers, 85
 Support activities, 33
 Survival and success factors, 130
 SWOT, 9, 136, 343
 Symbolic processes, 326
 Symbols, 212, 326
 Symptoms of conflict, 248
 Systems integration, 273

T
 Tactical control, 264
 Tactical management, 219
 Tactics, 5
 Tannenbaum and Schmidt, 172
 Target market segments, 325
 Task culture, 218
Task environment, 60
 Task interdependence, 249
 Task performance, 417
 Taylor, 155, 162
Team, 411
 Team building, 416
 Team development, 415
 Team effectiveness, 417
 Team functioning, 417
 Team identity, 416
 Team member satisfaction, 417
 Team roles, 412
 Team solidarity, 416
 Team-based rewards, 418
 Teambuilding, 339, 401
 Team-building exercises, 417
 Technical feasibility, 341
 Technological developments, 14
 Technological environment, 77
 Technology development, 33
 Tells, 180
 Termination of contract, 192
 Tesco's home shopping service, 128
 The Health and Safety at Work Act 1974, 283
 The Workplace directive, 284
 Theories of leadership, 171
 Theory X, 180
 Theory Y, 176, 180
 Theory Z, 222
 Thomas, 251, 256
 Threat from substitute products, 126
 Threat of new entrants, 125
 Time horizon, 61, 116
 Time penalties, 377
 Time series analysis, 115
 Time/Cost/Quality Triangle, 393
 Timescale, 338
 Tjosvold and Deerner, 247
 Tone of voice, 241
 Top-down budgeting, 364
 Total float, 374
 Trade associations, 117

Trade deficit, 71
 Trade journals, 117
 Trade-off, 44
 Trade-off between objectives, 44
 Trait theories, 171
 Trait theory, 171
Transaction, 35
Transaction costs, 35
 Transactional leaders, 169, 323
 Transference, 355
 Transformational leaders, 169
 Triggers, 313
 Trist and Bamforth, 161
 Trompenaars, 209
 Tuckman, 415
 Turnaround, 324
 Turnbull committee, 300
 Turnbull Report, 275
 Types of change, 314
 Types of competitor, 101
 Types of power, 163
 Types of risk, 354

U
 UK Corporate Governance Code, 300

Uncertainty, 113, 164, 249
 Unfair dismissal, 193
 Universality of management principles, 154
 Unquantifiable risk, 354
 Unsolicited mail, 118
 US framework, 302
Users, 407

V
 Value, 32

Value chain, 32
 Value chain analysis, 20, 31
 Value system, 34
 Variance, 377
 Variances, 377
Vendors, 407
 Vertical alignment, 46
 Vertical integration, 36, 37
Victimisation, 196
 Virtual organisations, 37
 Vision, 39

W
 Weber, 164, 182

What if? analyses, 381
 Williamson, 35, 36
 Win-win strategy, 254
 Work Breakdown Structure (WBS), 346, 351, 363
 Work packages, 363
 Working time, 287
 Working Time Directive, 287
 Working Time Regulations 1998, 287
 Workplace (Health, Safety and Welfare) Regulations 1992, 284
 World population, 73
 Written communication, 239
 Wrongful dismissal, 193

Y_{ukl}, 169

Z_{aleznik}, 169
Zeus, 217