




Key management models

Categories:	Strategy 	Organization 	Primary Process 
Model name	Nickname	Author	Category
1 Activity-based costing	ABC		Functional Process
2 <i>Adizes PAEI management roles</i>		Adizes (1979)	Organization/People
3 Ansoff Product/Market grid		Ansoff (1987)	Strategy
4 Balanced Scorecard			Organization
5 BCG matrix		Boston Consulting Group	Strategy
6 Belbin 9 Team Roles		Belbin (1985)	People and behaviour
7 Benchmarking (4 types)			Primary/Functional
8 Berenschot project management			Functional Process
9 <i>Business process redesign</i>	BRP	Hammer and Champy (1993)	Organization
10 Capability maturity			Functional Process
11 Change quadrant			Organization/People
12 Chaos		Zuijderhoudt (1990,1992,2000)	Organization
13 <i>Competing values of organizational effectiveness</i>		Quinn and Rohrbaugh (1983)	Strategy/Organization
14 Competitive force analysis		Porter (1998)	Strategy
15 <i>Compliance topology</i>			People and behaviour
16 Core Competencies		Hamel and Prahalad (1990)	Strategy
17 <i>Core quadrants</i>		Ofman(1992, 2001)	People and behaviour
18 <i>Covey's 7 habits of highly effective people</i>		Stephen Covey (1999)	People and behaviour
19 Customer marketing and relationship management			Functional Process
20 Deming cycle	PDSA cycle	Walton and Deming (1986)	Organization
21 <i>European Foundation for Quality Management</i>	EFQM		Organization
22 <i>Eisenhower's effective time management</i>		Dwight Eisenhower	People and behaviour
23 <i>Economic Value Added</i>	EVA		Functional Process
24 <i>Fifth discipline</i>		Peter Senge (1994)	People and behaviour
25 <i>4 Competencies of the learning organization</i>		Sprenger and Have (1996)	Organization/People
26 <i>Generic competitive strategies</i>		Michael Porter (1979, 1980)	Strategy
27 <i>Gods of management</i>		Charles Handy (1978-1995)	People and behaviour
28 <i>Greiner's growth</i>		Larry Greiner (1972, 1998)	Organization
29 <i>Hofstede's cultural dimensions</i>		Geert Hofstede (1981)	People and behaviour
30 <i>Just-in-time</i>	JIT	Japan	Primary Process
31 <i>Kaizen (Kai = change Zen = good)</i>	Five S	Japan	Organization/Primary
32 <i>Kay's distinctive capabilities</i>		John Kay (1993)	Strategy
33 <i>Kotter's 8 phases of change</i>		John Kotter (1990)	Organization/People
34 <i>Kraljic's purchasing</i>		Kraljic (1983)	Functional Process
35 <i>Levels of control</i>		Robert Simon (1995)	Organization
36 Market and business attractiveness analysis	MABA		Strategy
37 <i>Malcolm Baldrige Award</i>		US (Malcolm Baldrige, 1987)	Organization
38 <i>Marketing mix</i>	Four P		Functional Process
39 <i>Maslow</i>		Maslow	People and behaviour
40 <i>McKinsey 7-S framework</i>	Seven S		Organization
41 <i>Minzberg configurations</i>	6x6x6	Henry Minzberg	Organization
42 <i>Minzberg/Fayol 10 management roles</i>		Henri Fayol/Henry Minzberg	People and behaviour
43 <i>5 Neurotic organizations</i>	Neurosis	Kets de Vries and Miller (1984)	People and behaviour
44 <i>Nolan IT growth stages</i>		Nolan (1979)	Functional Process
45 <i>Overhead value analysis</i>	OVA		Functional Process
46 <i>Parenting advantage</i>		Goold, Campbell and Alexander (1994)	Organization
47 <i>Purposive change model</i>		Bower (2000), ten Have, Stevens (2001)	Organization/People
48 <i>Risk reward analysis</i>			Functional Process
49 <i>Scenario planning</i>	Shell	Shell inc.	Strategy
50 <i>Schools of strategy synthesis</i>		Elfring and Volderda (2001)	Strategy
51 <i>Seven forces</i>		Berenschot (1991)	Organization/People
52 <i>Sociotechnical organization</i>		Taylor and Felton (1993)	People and behaviour
53 <i>Strength, Weakness, Opportunities, Threats analysis</i>	SWOT		Strategy
54 <i>Value-based management</i>	VBM		Organization/Functione
55 <i>Value chain</i>		Michael Porter (1985)	Strategy/Organization
56 <i>Value discipline</i>		Treacy and Wieserman (1996)	Functional Process

Functional Process People and Behaviour



Idea

- 1 Allocate Resource costs/Activities and Activities/Cost objects (product, service)
- 2 Team up Producer, Administrator, Entrepreneur, Integrator: courtship, infancy, go-go, adolescence, prime, stability, aristocracy, recrimination, bureaucracy, death
- 3 Market penetration/Market development/Product development/Diversification (horizontal, vertical, concentric, conglomerate)
- 4 Measure Customer perception/Internal process/Organization, innovation/Financial performance
- 5 Diversify over matrix Small/Large Market Share - Low/High Market Growth (Small Mkt. Sh./Growth = death, High = star, High Mkt. Sh. = cash cow)
- 6 Team up (Shaper)/ Action: (Implementer/Finisher)/(Co-coordinator)/ People: (Team worker/Resource investigator)/(Plant creator)/ Cerebral: (Evaluator/Specialist)
- 7 Compare process and performance: Internal/Competitive/Functional/Generic
- 8 Consider: Project Life cycle/Hierarchy of sub-projects/Fundamentals (objective, means, success-failure, quality, timeline, budget, organization, information, publicity, consistency)/Manag
- 9 Redesign on the base of Strategy, based on Primary process, Optimize information technology, Organize and govern in view of primary process
- 10 Management process maturity stages: initial, repeatable (tools), defined (processes), managed (quality), optimized (improved)
- 11 Matrix Cold/Warm Organization/Change: Intervene, Transform, Innovate, Implement
- 12 Diagnose change dynamics, Make problems explicit, Let chaos happen, Allow self-organization (limit control)
- 13 Matrix Internal/External, Flexible/Stable organization. Each cell own Process (means)>Goals (ends) model: human relation, open systems, rational goal, internal process
- 14 Consider New entrant conditions, Substitutes, Buyer bargaining power, Supplier's command of industry, Existing competitors
- 15 Matrix Power: Coercitive-Remunerative-Normative / Involvement: Alienative-Calculative-Moral
- 16 Develop for the long term from specific, inherent, integrated and applied knowledge, skills, and attitudes of the organization
- 17 Desired personal development from Core quality (flexible) to Challenge (organized), conscious of Allergy (bureaucratic) and Pitfall (chaotic)
- 18 To be: Proactive/End in mind/First things first/Win-win/Understand before understood/Synergize/Keep improving
- 19 Focus marketing, operations, values and culture on quality packages for each single customer segment
- 20 Plan-Do-Check-Act cycle dynamics
- 21 Excellence by result orientation, customer focus, leadership/constancy of purpose, management by processes and facts, people development/involvement, continuous learning, partners
- 22 Discern Relative Importance/Urgency: List, Rank Importance, Rank Urgency, Plot, Divide into categories
- 23 Financial performance measure for: Setting goals, Evaluating performance, Determining bonuses, Communicating with investors, Capital budgeting, Valuation
- 24 Learning organization by: system thinking, personal mastery, mental models, shared vision, team learning
- 25 Knowledge management in organization by absorption from outside, diffusion within, generation within, exploitation in products and services
- 26 Outperforming others by cost leadership (see 14), differentiation, focus
- 27 Zeus (charismatic leader of the club), Apollo (structured and stable roles in regulated hierarchy), Athena (rewarded tasks according to talent, energy and ambition), Dionysos (existence f
- 28 Dimensions: age and size of organization, stage of evolution and revolution, industry growth rate. Phases: Start-up Creativity > leadership crisis, Direction sustained growth > autonomy (
- 29 National cultural differences: Power distance, Uncertainty Avoidance, Individualism/Collectivism, Masculinity/Femininity, Confucian Dynamism
- 30 Minimize inventories
- 31 Continuous improvement: teamwork, personal discipline, improved morale, quality circles, suggestions for improvements
- 32 Create and manage contracts and relationships: architecture (knowledge, ethics, routines), reputation, innovation
- 33 Urgency, coalition, develop and share vision, empower to clear obstacles against vision, secure short term wins, consolidate, anchor changes in corporate culture
- 34 Matrix levels of Impact on financial result/Supply risk
- 35 Tension between creation and control: core values, risks to be avoided, strategic uncertainties and critical performance variables
- 36 Indicators: profit margins, size of the market, market growth expectations, concentration, stability, competitiveness
- 37 Quality awareness based on weighted criteria scores: leadership, strategic planning, customer and market focus, information and analysis, human resource development and manage
- 38 Product/Place/Promotion/Price
- 39 People are motivated by physical (including certainty), social (acceptance and appreciation) and personal needs (self-actualization)
- 40 Shared values/Strategy/Structure/Systems/Skills/Staff/Style
- 41 6 parts of the organization, 6 co-coordinating mechanism, 6 types of decentralization
- 42 4 myths: managers are reflexive planners, have regular duties, need aggregated information, is a science
- 43 Paranoid/Compulsive/Dramatic/Depressive/Schizoid
- 44 Initiation/Expansion/Control/Integration/Architecture/Deconcentration
- 45 Optimize effectiveness: create a foundation, list activities and costs, evaluate customers, identify cost-saving opportunities
- 46 Stand-alone performance of each individual business unit/Linkage between business units/Central functions and services/Corporate development valuation and quality (M&A)
- 47 Integrated Congruency as the result of Direction-Consistency-Coherence-Feedback
- 48 Strategic options considered by charting Potential rewards against Associated risks
- 49 Combine predetermined and uncertain elements
- 50 Boundary/Dynamic capability/Configuration schools
- 51 Change processes fail in the absence of urgency, vision, success, spirit, structure, capabilities, systems
- 52 Social and technological elements determine productivity: redesign phases are discovery, system understanding, creating ideal organization, implementation
- 53 Strength/Weaknesses/Opportunities/Threats
- 54 Value based measure acronyms: Economic profit EP, cash value added CVA, net present value NPV, internal rate of return IRR, cash flow return on investment CFROI, internal total sh
- 55 Competitive advantage in Support activities (Firm infrastructure, Human resource mgt, Technology, Procurement) and in Primary activities (Inbound logistics, Operations, Onbound logis
- 56 Success is based on Value proposition + Operating model + Value discipline (Operational excellence, Customer intimacy, Product innovation)