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Solution
Measure
What Matters
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Provides assistance to businesses in moving from ideas to action, achieving long-term goals, and obtaining feedback about strategy

Peter Drucker has introduced us all to the knowledge era, where knowledge is the primary resource

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and intangibles
(intellectual capital
resources and assets)
are now largely
recognized as the
most important
sources of
organizations'
competitive
advantage. With the
recognition of the
importance of

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Intangibles comes the problem of how to properly identify them and assign them a value within the corporation. This is an area of concern in 5 fields: 1) accounting and financial reporting, 2) performance measurement and

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management, 3) valuation in the finance field, 4) the Human Resources field in terms of management, strategy, and planning, and 5) Intellectual Capital. Over the past eight years, over 25 methods have been

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proposed for the
valuation of
intangibles coming
out of these 5 fields.

In this book,
Andriessen evaluates
25 existing methods
of intangible
valuation according
to highly developed
criteria. In
performing his

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evaluations,
Andriessen
synthesizes the state
of the art research
from these fields
based on extensive
research. He then
presents his own
method for valuing
intangibles, which he
began developing and
testing as a Senior

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Manager at KPMG
Knowledge Advisory
Services in The
Netherlands. He
relates six case studies
in which this method
was tested in actual
companies, carefully
reviews the results of
his tests, and then
concludes by offering
a new and improved

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method for valuing
intangibles in his
Weightless Wealth
Toolkit, a complete

step-by-step process
for identifying,
valuing, and
managing Intangibles
to help managers
operate successfully
in the Intangible
Economy.

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This book discusses the tasks and functions of corporate governance in the light of current challenges and the dynamics that arise from a broader approach to company management and the integration of

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corporate governance
with corporate social
responsibility (CSR)
and sustainability.

Addressing the
corporate governance
shortcomings that are
believed to have
contributed to the
recent financial crisis,
it explores the
interplay between

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corporate governance
and CSR, and
includes examples of
company practice to
show how such
changes affect the
practices of
shareholders, boards
of directors and
regulators. In
particular, the book
examines

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shareholders' activities, their different investment strategies, specific reporting expectations and the submission of proposals to the annual meeting. Further, for boards of directors it explores the need to revise

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their tasks with
respect to the criteria
for executive
appointments, their
corporate strategy,
performance
measures and
diversity
recommendations,
while for directors it
provides
recommendations to

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reconsider the
structure of executive
pay and performance
incentives. Lastly, for

regulators the book
investigates the need
to introduce new laws
addressing, for
instance, the need for
integrated reporting,
limiting the voice of
short term oriented

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shareholders and
providing guidelines
for executive
compensation.

Return on Investment
(ROI) remains one of
the most challenging
and intriguing issues
facing human
resource
development and
performance

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improvement
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professionals.
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Drawing on their
expertise in
developing and
implementing ROI
programs in human
performance and
training, Jack J.
Phillips, Ph.D.,
Timothy W. Bothell
and G. Lynn Snead

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demonstrate how you can effectively apply ROI to project management. Today, almost every industry requires employees to manage multiple projects with competing priorities, critical deadlines, and unexpected interruptions—rendering

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everyone a project
manager in some
respect. Most
employees feel the

pressure of juggling
any number of key
projects
simultaneously.

Organizations have
responded by
investing large
amounts of both time

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and money to improve project management, and most strive to justify the efforts and resources dedicated to improving this goal. 'The Project Management Scorecard' is a welcome relief for anyone managing a

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project or multiple projects, as well as the trainers, human resource

development staff, or supervisors charged with measuring, evaluating, and managing project managers. Project Management is one of the hottest topics

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in business
What Matters And
management today,
Drive Sustainable
affecting nearly every
Growth
individual in any
organization across
the globe. Let three
HRD experts show
you how to apply the
hugely popular ROI
process to the key
organizational issue
of successful project

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Solution Measure
management
including: * Project
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management issues
and challenges *

Measuring reaction
and satisfaction *

How to calculate and
interpret ROI *

Capturing business
impact data *

Measuring skill and
knowledge changes

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during the project *
Monitoring the true
costs of the project
solution * Converting
business measure to
monetary values *
Forecasting ROI The
authors' step-by-step
approach allows you
to begin the ROI
process immediately.
Start measuring the

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Success of your
project management
results today.

Beyond the Balanced
Scorecard

Translating Strategy
Into Action

The Routledge
Companion to
Production and
Operations

Management

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The Lean Design
Growth
Solution
Brand Protection and
the Global Risk of
Product Counterfeits
A Total Business
Solution Approach
Whether you're
responsible for
evaluating all your

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organization's
workplace learning

and performance

interventions or just
specific

interventions, this
workbook helps you
get evaluation
results you trust.

Learn how to
approach evaluation
strategically and to
link results to your
organization's goals,

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strategies, and performance indicators. Dozens of evaluation tools, checklists, and examples help you build a comprehensive evaluation strategy or answer a specific evaluation question. There's no such thing as a healthy plateau. In today's

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high-pressure environment, simply "making the numbers" is no longer enough to remain competitive. Instead, exceeding expectations, raising the already high bar, and achieving more than others thought possible is the new path toward

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sustaining success.

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But doing so is
certainly easier said
than done! It

requires a clear and
objective view of the
business and the
ability to analyze
appropriately the
dimensions of
talent, strategy, and
execution in order to
produce a baseline
score to work from.

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Knowing that even
the most
courageous and
objective leader

can't steer a ship in
the dark, The
Scorecard Solution
is the solution for
getting one started
on this necessary
task for every
company's long-
lasting success. By
learning how to use

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Scorecard™-- that precisely measures the capabilities needed for sustainable growth, readers will then understand better how to:

- Position the organization to meet ambitious

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goals• Bring
strategies to life
through an
execution

framework• Design
a dashboard to track
progress and flag
problems• Foster a
winning culture•
And morels your
enterprise Agile?
Resilient?
Vulnerable?
Lagging? This

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invaluable one-of-a-kind resource gives you the answers you need so that you can chart your company's course for rapid change--and outperform the competition every time.

This book addresses how best to make build vs.

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buy decisions, and what effect such decisions have on the software development life cycle (SDLC). Offering an integrated approach that includes important management and decision practices, the text explains how to create

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Original

successful solutions
that fit user and
customer needs, by
mixing different
SDLC

methodologies.

Features: provides
concrete examples
and effective case
studies; focuses on
the skills and
insights that
distinguish
successful software

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implementations;
covers management
issues as well as
technical

considerations,
including how to
deal with political
and cultural realities
in organizations;
identifies many new
alternatives for how
to manage and
model a system
using sophisticated

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analysis tools and
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advanced
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management
practices;
emphasizes how
and when
professionals can
best apply these
tools and practices,
and what benefits
can be derived from
their application;
discusses searching
for vendor

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solutions, and
vendor contract
considerations.

Covering both
practical and
theoretical aspects
of strategic
management, this
three-volume work
brings the complex
topic down to earth
and enables readers
to gain competitive
business

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advantages in their
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marketplace.
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Maximizing the
Growth
Value of Consulting
How to Implement
and Profit from
Unexpected
Solutions
Maximizing
Performance and
Maintaining Results
Designing and
Managing the Life
Cycle

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Approaches to
Decision Making for
Sustainable Supply
Chains
The Balanced
Scorecard
Six Sigma, Basic
Steps &
Implementation
This remarkable
volume highlights the

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importance of
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Production and
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Operations
Management (POM)
as a field of study and
research contributing
to substantial
business and social
growth. The editors
emphasize how POM
works with a range of
systems—agriculture,
disaster management,
e-commerce,

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healthcare,
hospitality, military
systems, not-for-
profit, retail, sports,
sustainability,
telecommunications,
and transport—and
how it contributes to
the growth of each.
Martin K. Starr and
Sushil K. Gupta
gather an
international team of
experts to provide

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researchers and students with a panoramic vision of the field. Divided into eight parts, the book presents the history of POM, and establishes the foundation upon which POM has been built while also revisiting and revitalizing topics that have long been essential. It examines

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the significance of
processes and
projects to the
fundamental growth of
the POM field. Critical
emerging themes and
new research are
examined with open
minds and this is
followed by
opportunities to
interface with other
business functions.

Finally, the next era is

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discussed in ways that combine practical skill with philosophy in its analysis of POM, including traditional and nontraditional applications, before concluding with the editors' thoughts on the future of the discipline. Students of POM will find this a comprehensive, definitive resource on

Get Free The Scorecard Solution Measure the state of the discipline and its future directions.

The objective of this study is to provide a metric that helps to assess the solution readiness status of a firm's sales force.

Sales are often considered as part of a marketing strategy. It will be analyzed to what extent this

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perspective is justified and how this is influenced by the emergence of solutions. Besides, an overview about the sales marketing interface will be given to raise the awareness of this topic. Furthermore, this study will increase the understanding of the

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reader about applied
metric concepts in
marketing

departments that can
be found in existing
firms today. It will be
demonstrated how
shareholder value
influenced the design
and why these
metrics are not
aligned with the latest
study of firm value.

Provide organized,

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efficient, relevant

consulting with lasting

value Maximizing the

Value of Consulting is

an indispensable,

practical guide for

managing, measuring,

and delivering the

results that make

internal and external

consulting a lasting

value to clients and

the company.

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Institute and the
Association of Internal
Management

Consultants, this book provides a roadmap to relevance for consultants operating in the increasingly fast-paced, changing, dynamic environment. Readers will learn how to use resources properly and manage the investment

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efficiently, while truly connecting to the business, securing appropriate levels of commitment, and providing adequate levels of support. Detailed coverage includes guidance toward calculating the value of consulting in terms that executives understand, including business impact and

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ROI, and using the appropriate tools to show how things are working throughout the process. Whether organizations are using internal or external consultants, or both, consultants can provide better value to the company. Consultants are needed to provide advice, support, and

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insight into the
What Matters And
processes undertaken
Drive Sustainable
to improve the
Growth, and
business, and
integrate the input of
different functional
units into a more
streamlined strategy.
This book is designed
to help consultants
provide the utmost
value to clients by
maximizing
organization,

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efficiency, and
What Matters And
ultimately, ROI.

Drive Sustainable
Manage for value with
better organization
and cost control Set
objectives at multiple
levels to deliver useful
results Measure
implementation,
impact, ROI, and
intangibles Use final
results to drive
appropriate actions,
creating lasting value

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The skyrocketing
need for internal and
external consultants

will continue, in
almost every
functional area
ranging from HR and
technology, to
auditing and risk
management.

Maximizing the Value
of Consulting provides
a manual for relevant,
value-driven

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consulting, with world-
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insight.

The Balanced

Scorecard translates
a company's vision
and strategy into a
coherent set of
performance
measures. The four
perspectives of the
scorecard--financial
measures, customer
knowledge, internal

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business processes,
and learning and
growth--offer a
balance between
short-term and long-
term objectives,
between outcomes
desired and
performance drivers
of those outcomes,
and between hard
objective measures
and softer, more
subjective measures.

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In the first part,
Kaplan and Norton
provide the theoretical
foundations for the
Balanced Scorecard;
in the second part,
they describe the
steps organizations
must take to build
their own Scorecards;
and, finally, they
discuss how the
Balanced Scorecard
can be used as a

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Management Control
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All the essential
tools managers
could ever need—in
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terms the practical
tools . . . to achieve
success." -- Alan

Mulally, President
and CEO, Ford
Motor Company
Real-world tested,
real-world proven in
organizations
ranging in size from
global titans like
Boeing and
Motorola to mom-

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and-pops and home businesses, The Little Black Book of Management is the ideal handbook for busy executives, managers, and entrepreneurs like you. In this unique, practical, and easy-to-use guide, you get nearly 100 potent

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indispensable tools,
organized for ease-
of-use, including: □

Time management □

Brainstorming □

Presentations □

Process

management (Six

Sigma, balanced

scorecard) □ Commu

nication/teambuildin

g Save time and

money by tackling in-

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house such critical
tasks as brand
development,
marketing mix,
breakeven analysis,
or even designing a
business excellence
framework. Concise,
comprehensive, and
organized for
immediate access to
the right tools for the
job, The Little Black

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Book of
Management is your
one-stop source for
all the essential
tools managers
need to develop the
performance of their
teams and
organizations.

Suzanne Turner
owns and manages
Potenza, Ltd., a
management

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development
What Matters And
consulting company,
Drive Sustainable
and has also
Growth
worked with
Andersen
Consulting. She
currently works with
a wide range of
organizations from
global corporations
to niche providers.
Every thousand
years, the throne of

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Hell is up for grabs.

The time is now.

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The demon Babbas
has challenged

Lucifer for the crown

of Hades. Babbas'

plan, to deliver a

fallen angel, puts

Lucifer in the

awkward position of

protecting that

angel. If Babbas can

get the angel to lie,

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he will unseat
Lucifer and become
Ruler of Hell.

Barney, a harmless
aging railroad
conductor, becomes
the pawn in this
game of evil vs. evil,
Barney dies in a
train wreck, caused
by Babbas, and
struggles as an
earthbound angel to

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correct a lie that will
save him from the
eternal fires of Hell.

As Lucifer watches
Babbas' plot
unravel, powerless
to intervene, Barney
is helped by his
grandfather, his
adoring wife and his
friends, although
none of them
realizes how critical

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their help is. The novel is a love story, peppered with mystery, suspense, fantasy, romance and even humor as it twists and turns its way. Just when the reader believes he knows what will happen next, another surprise sends the story

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reeling in a different
direction.

Features articles on
a variety of topics in
management
accounting that are
relevant to
researchers in both
practice and
academe. This work
is suitable for
management
accounting scholars.

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Progressive
What Matters And
companies and
Drive Sustainable
University programs
Growth
have recently begun
to rethink
outsourcing models.
In Vested
Outsourcing ,
thought-leader Kate
Vitasek has created
a model that will
improve outsourcing
procedures much

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the way Six Sigma
What Matters And
and Lean improved
Drive Sustainable
production
Growth
processes in the
80's and 90's.

Towards
Sustainable and
Effective
Governance
Structures
Five Rules That Will
Transform
Outsourcing

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Managerial
What Matters And
Accounting
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The Best Practices
Enterprise
The Sustainability
Scorecard
Creating a Balanced
Scorecard for a
Financial Services
Organization
Journal of Applied
Corporate Finance

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Crossroads: A Book of

Readings has both
groundbreaking and
recent articles on
corporate governance.

It is a perfect
supplement and
packaging item with
McGraw-Hill/Irwin's
many undergraduate
or graduate corporate

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finance textbooks.

What Matters And
Performance

Drive Sustainable
measurement remains

Growth
a vexing problem for

business firms and

other kinds of

organisations. This

book explains why:

the performance we

want to measure (long-

term cash flows, long-

term viability) and the

performance we can

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measure (current cash flows, customer satisfaction, etc.) are not the same. The 'balanced scorecard', which has been widely adopted by US firms, does not solve these underlying problems of performance measurement and may exacerbate them because it provides no

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guidance on how to combine dissimilar measures into an overall appraisal of performance. A measurement technique called activity-based profitability analysis (ABPA) is suggested as a partial solution, especially to the problem of combining

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dissimilar measures. ABPA estimates the revenue consequences of each activity performed for the customer, allowing firms to compare revenues with costs for these activities and hence to discriminate between activities that are ultimately profitable and those

Get Free The Scorecard Solution Measure that are not. Financial and Managerial Accounting provides

students with a clear introduction to fundamental accounting concepts beginning with the building blocks of the accounting cycle and continuing through financial statements.

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This product is ideal
for a two-semester
Financial and
Managerial

Accounting sequence
where students spend
equal time learning
financial and
managerial
accounting concepts
as well as learn the
accounting cycle from
a corporate

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perspective.

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100% Focused on

Growth
Maximizing the

Business Value of
SharePoint 2013

Essential

SharePoint® 2013

approaches Microsoft
SharePoint 2013 from
a strict business value
perspective, helping
you plan and

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implement solutions
that achieve effective
business results.

Leading SharePoint
experts draw on their
unsurpassed
experience to provide
business-focused
guidance on strategy,
governance, planning,
deployment, and
more. You'll find in-
depth insights for

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success with
collaboration,
knowledge and
content management,

governance, and user
adoption. The authors
help you choose
features, organize
information, define
security models, and
launch your solution.
They present best
practices for search,

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workflow, business
intelligence, and
integrating
information from

Office 2013 and
beyond. Each chapter
includes a section
introducing new
SharePoint 2013
capabilities, from
improved site
branding to native
iPhone mobile apps.

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Throughout, the authors identify success factors, intangibles, and

“gotchas,” helping you reduce risk and time-to-value. Learn how to

- Ask the right questions to craft a plan that maximizes business value
- Efficiently deploy either “green field”

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solutions or upgrades

- Integrate web, Office, and mobile devices into a comprehensive collaboration solution
- Plan effective governance of content, operations, and applications
- Deliver enterprise content management, integrating

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- documents, data, web content, and rich media • Use search to help find the right knowledge and people
- Measure and optimize user adoption to increase ROI • Evaluate the cloud-based SharePoint Online option • Use social tools to promote

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deeper user
interaction •

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Collaborate and
communicate with
customers, partners,
and suppliers •

Quickly create agile
solutions with
mashups and

composites Whether
you're a business
leader, IT manager,
architect, analyst,

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developer, or
consultant, this book
will help you tightly

align SharePoint

projects with business
strategy to deliver
outstanding results.

Responsible

Corporate

Governance

How Google, Bono,
and the Gates

Foundation Rock the

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World with OKRs

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Crossroads: A Book of

Readings

How to Measure

Performance of the

Purchasing Function

Performance

Measurement

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Vested Outsourcing

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The widespread deployment of millions of current and emerging software applications has placed software economic studies among the most critical of any form of business analysis.

Unfortunately, a lack of an integrated suite of metrics makes

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software economic
What Matters And
analysis extremely
Drive Sustainable
difficult. The
Growth
*International
Function Point Users
Group (IFPUG), a
nonprofit and
member-governed
organization, has
become the
recognized leader in
promoting the
effective management*

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*of application
software development
and maintenance
activities. The IFPUG
Guide to IT and
Software
Measurement brings
together 52 leading
software
measurement experts
from 13 different
countries who share
their insights and*

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*expertise. Covering
measurement
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*measurement, new
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*the text is useful for
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*how an organization
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provides extensive
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*sustainable supply
chain. However, these
tools and techniques
must also ensure
business growth in
order to remain
relevant in an environ-
mentally-conscious
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daunting—and L&D
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*practices have
become critically
important for
organizations' efforts
to improve
performance, talent
development
professionals have
often been slow to
embrace them for
many reasons,
including the seeming
complexity and*

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*challenge of the
practices. Few
organizations have a
well-thought-out
measurement and
reporting strategy,
and there are often
scant resources,
limited time, and
imperfect data to
work with when
organizations do
attempt to create one.*

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*analytics, and
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practitioners. This
book helps
practitioners select
and use the right
measures for the right
reasons; select,
create, and use the
right types of reports;
and create a*

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measurement and
reporting strategy.*

*Recognizing the angst
and reluctance people
often show in these
areas, authors and
experts David Vance
and Peggy Parskey
break down the
practices and
processes by
providing a common*

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language and an easy-to-use structure. They describe five types of reports, four broad reasons to measure, and three categories of measures. Their method works for large and small organizations, even if yours is an L&D staff of one or two. The guidance remains the

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*same: Start small and
grow. Measurement
Demystified is a great
first book for talent
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experience with
measurement and a
valuable resource for
measurement experts.
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*evaluation will grow
their knowledge base
and capabilities,
while measurement
experts will discover
shortcuts and nuggets
of information to
enhance their
practices. A more
comprehensive
treatment of these
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John Doerr reveals how the goal-setting system of Objectives and Key Results (OKRs) has helped tech giants from Intel to Google achieve explosive growth—and how it can help any organization thrive. In the fall of 1999, John Doerr met with the founders of a

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start-up whom he'd just given \$12.5 million, the biggest investment of his career. Larry Page and Sergey Brin had amazing technology, entrepreneurial energy, and sky-high ambitions, but no real business plan. For Google to change the world (or even to survive), Page and

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Brin had to learn how to make tough choices on priorities while keeping their team on track.

They'd have to know when to pull the plug on losing propositions, to fail fast. And they needed timely, relevant data to track their progress—to measure what

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mattered. Doerr taught them about a proven approach to operating excellence: Objectives and Key Results. He had first discovered OKRs in the 1970s as an engineer at Intel, where the legendary Andy Grove ("the greatest manager of his or any era") drove the best-run

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company Doerr had ever seen. Later, as a venture capitalist, Doerr shared Grove's brainchild with more than fifty companies. Wherever the process was faithfully practiced, it worked. In this goal-setting system, objectives define what we seek to achieve; key results

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are how those top-priority goals will be attained with specific, measurable actions within a set time frame.

Everyone's goals, from entry level to CEO, are transparent to the entire organization. The benefits are profound. OKRs surface an

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organization's most important work. They focus effort and foster coordination. They keep employees on track. They link objectives across silos to unify and strengthen the entire company. Along the way, OKRs enhance workplace satisfaction and boost retention. In

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Matters, Doerr
shares a broad range
of first-person,
behind-the-scenes
case studies, with
narrators including
Bono and Bill Gates,
to demonstrate the
focus, agility, and
explosive growth that
OKRs have spurred
at so many great
organizations. This

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book will help a new generation of leaders capture the same magic.

The purchasing function has been put in a leading position in many business sectors in recent years in terms of its impact on a company's competitiveness and consequently the

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company's value.

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Therefore, it is
crucial to understand
how the activities of
this function are
being accounted for
and measured. This
book addresses the
hypothesis if the
currently existing
performance
measuring tools and
the role given to the
purchasing function

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are valid and sufficient. Based on best practices (e.g. automotive) it investigates on what processes purchasing departments should focus on. The findings during a conducted research and the generated results have been taken as the basis for deriving an example

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for measuring the
contribution of the
purchasing function
and its performance.

It was found that the
methodology was
successful in
measuring the
contribution while
making the
influenced factors
transparent. An
applied case study
based on best

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practices delivered
the basis for a new
target setting system
in the form of
measurement criteria
for purchasing
departments. This
book presents a
derived system that
is valid and
applicable in a real
life environment.
This book presents
an adjusted way of

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measuring the
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performance of
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departments by
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for the objective
assessment of the
contributing factors
by defining the role
of purchasing, its
tasks, goals and
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influence on the

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company's value by using a scorecard system. The proposed system has been put in practice for validation. This book provides a significant step in understanding performance measurement of the purchasing function. The proposed methodology

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constitutes a
scientific
advancement,
successful in
quantifying (through
a catalogue of
criteria) the
measurement of a
purchasing
department's
performance, for the
assessment of the
purchasing function's
contribution to the

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company's value
(financial and non-
financial contributors).

Further views on the
current role of
purchasing in the
automotive industry,
if its role should be
changed in the future
as well as how the
results of purchasing
influences the
company's

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performance are contained, too. In summary, this book is about increasing the awareness of the influence on capabilities and the impact of purchasing actions. The development of a criteria catalogue to measure correctly the monetary and non-monetary

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influence of the
activities of
purchasing to drive
the company's value
in a positive way.

Business Intelligence
(BI) and Performance
Management (PM) -
the development and
delivery of business
insight for users and
the management of
execution based on
that insight - are two

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solution-types that promise to bring great value to enterprises. Yet most organizations haven't yet realized the elusive benefits of these two important disciplines. The reasons for this are manifold. However, the primary causes are the culture of the organization and it

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leadership. This is a
topic, which I've
addressed at length
in my latest book:

Profiles in
Performance -
Business Intelligence
Journeys and the
Roadmap for
Change. The culture
and leadership of the
organization
determines the
importance and

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strategic intent
What Matters And
surrounding the use
of BI and PM. Sadly,
The Sustainable
Growth
most organizations
lack the motivation
to embrace
transparency and
accountability - or to
align with the
strategy of the
organization -
enabling execution
and coordination in
unison with the

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mission. However,
once an organization
and its leadership

are ready to take a
step towards real
change - creating an
environment of
openness, sharing
and alignment - with
BI and PM as its
centerpiece - the
next question then
becomes one of “how
and where to begin”?

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Even with great strategic intent, missteps in the development and deployment of BI and PM and can cause disillusionment and disappointment - lending support to the naysayers of the organization - and leading to failure and abandonment of these critical

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programs.
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Measurement
Demystified

Product

**counterfeits and
other brand
infringements
represent a
growing and**

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substantial risk
to firms,
consumers, and
society. While
policing such
illicit activity
is important,
there is much
that firms can
do to protect
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this book
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presents a total
Growth
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solution
approach to
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that enables
firms to prevent
infringement
from occurring
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it does.

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textbook takes
students through
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by two leading
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stored in the
SAP BW. And it
includes a
methodology for
implementing the
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inputs to business
operations are
getting scarcer
and more
expensive, while cl
imate-change-
related economic
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more importantly,
threaten business
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sustainability as a
key design
element, firms
open themselves
to unexpected
solutions, leapfrog
innovations, and
sources of value
that simply don't
occur when
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leveraged purely
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*opposed to “less
bad” products and
processes that
don't provide the
exponential value
that only
breakthrough
products can.
Linking various
disciplines and
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functions,
Integrated
Performance*

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reader with a
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concrete
framework to
manage
organizations
successfully. The
authors do not
isolate a single
strategy to
manage
performance.
Instead, the book

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of strategies
providing the
reader with an
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each one. The
concepts under
analysis were
developed through
intense dialogue
with business
managers. While
maintaining
academic rigour,*

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models as integrated
tools to find a

balance between the
components of
sustainable global
development, to find
a symmetry axis
concerning goals,
risks, and constraints
to cope with the

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complicated
problems. Most
approaches
suggested decision
models under
uncertainty,
combining the usual
decision-making
methods with
interval-valued fuzzy
or rough sets theory,
also Z numbers. The

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application fields of the proposed models involved both problems of technological sciences and social sciences. The papers cover three essential areas: engineering, economy, and management. We hope that a summary

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as provided here will
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encourage a detailed
Growth
analysis of the
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