

ISM Style Guide

Revised October 2008



**institute for
supply management**

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I. ISM-Specific Usage

A. General/Miscellaneous

1. The correct way to abbreviate the Institute for Supply Management[™] is ISM, without periods. This style is also used with affiliate names (for example, ISM—Vermont, Inc.).
2. The Institute for Supply Management, Inc.[™] (ISM) is a trademarked name and should be followed by the trademark symbol in all references. When using the possessive form, the trademark symbol comes before the apostrophe (Institute for Supply Management[™]'s). It is not, however, necessary to use the trademark symbol with the abbreviation ISM.
3. The actual ISM *logo* requires the registration symbol (®).
4. ISM uses the following two-paragraph official statement to describe the institute:

As the oldest and largest supply management institute in the world, the mission of Institute for Supply Management[™] (ISM) is to lead supply management. By executing and extending its mission through education, research, standards of excellence, influence building and information dissemination — including the renowned monthly *ISM Report On Business*[®] — ISM continues to extend the global impact of supply management. ISM's membership base includes more than 40,000 supply management professionals in 75 countries. Supply management professionals are responsible for trillions of dollars in the purchases of products and services annually. ISM is a member of the International Federation of Purchasing and Supply Management (IFPSM).

ISM defines supply management as the identification, acquisition, access, positioning and management of resources and related capabilities the organization needs or potentially needs in the attainment of its strategic objectives. Further, supply management is: future oriented, senior-management critical, strategic in relation to the competitive imperatives of the organization, and a significant contributor to marketplace intelligence and profitability. Components included under the supply management umbrella are: disposition/investment recovery, distribution, inventory control, logistics, manufacturing, materials management, packaging, procurement/purchasing, product/service development, strategic sourcing, quality, receiving, transportation/traffic/shipping, and warehousing.

(Note: For the most current membership number, check this statement on the ISM Web site at www.ism.ws; select About ISM.)

5. ISM was formerly called the National Association of Purchasing Management (NAPM). The name change to the Institute for Supply Management™ occurred on January 1, 2002.
6. When referring to ISM's Annual International Supply Management Conference, the word "Conference" is capitalized anytime thereafter.
7. Affiliate names must be complete and use an em-dash with no spaces:

NAPM—Kansas City, Inc.

(In all other cases, em-dashes should have a space before and after in text.)

Note that while some affiliates have adopted ISM in their incorporated names, many are still using NAPM, so be sure to use the appropriate abbreviation.

8. At ISM, vice presidents use an em-dash with spaces around it:

Jack A. Sourcer, C.P.M., Vice President — Marketing and Sales

9. There are *no* periods used in the letters for the acronym CPSM®, denoting Certified Professional in Supply Management®. However, periods *must* be placed between the letters for the acronym C.P.M., denoting Certified Purchasing Manager (CPM, without periods, means Certified Properties Manager), and between the letters for the acronym A.P.P., denoting Accredited Purchasing Practitioner.
10. Capitalize Exam(ination) when it directly follows C.P.M. or A.P.P.
11. Continuing Education Hours (CEHs) (always capitalized) may be earned toward recertification or reaccreditation.
12. When referencing the CPSM®, C.P.M. or A.P.P. for the first time in a document, spell out the term completely.
The acronym CPSM® requires the registration mark in all regular text. But do NOT use the ® when it appears after someone's name: John Smith, CPSM.
13. If a person uses both the C.P.M. and A.P.P. designations after his or her name, the C.P.M. is used first. If a person uses the CPSM and C.P.M., the CPSM is used first:

John Q. Smith, CPSM, C.P.M.
Jane B. Doe, C.P.M., A.P.P.
14. Unless otherwise specified, educational designations come before professional designations: *Joseph L. Johnson, Ph.D., C.P.M.*

Also, ISM designations come before other professional designations unless otherwise specified: *Joseph L. Johnson, C.P.M., CPIM, CPCM*

15. Use CAPS Research. The first time CAPS is referenced in a piece, it should include the wording shown in the example below:

CAPS Research, a program jointly sponsored by Arizona State University and ISM, is ...

16. Capitalize all ISM department names:

ISM Customer Service, Affiliate Support Department

17. Capitalize *Board* and *Board of Directors* only when referring to the ISM National Board of Directors; for all other boards (including affiliate boards), *board*, *board of directors*, and *board of trustees* are lowercase after the first formal reference.
18. When indicating the individual in charge, the term *chair* is preferred over chairman or chairperson.
19. On all official ISM envelopes, the ISM logo shall be situated in the top left corner with the address directly to the right of the logo.
20. Affiliate organizations may use their own official logo anywhere else on the letterhead, but it is recommended that the ISM logo appear in the top left corner according to the standards set by ISM. Check with Creative Design Services.
21. On material to be copyrighted, and at the bottom of all ISM Web pages, the following should appear:

© 20XX, Institute for Supply Management™. All Rights Reserved.
22. ISM member prices, in all pieces that also quote a nonmember price, are always boldface (for example, nonmembers USD \$189, **ISM members USD \$89**). Higher (nonmember) pricing is generally listed first, followed by boldface member pricing. Exceptions may occur and should be approved. Note that USD is used on all ISM prices to indicate that the amounts are in U.S. dollars.

B. ISM Publications

All titles of books, publications, and other printed or copyrighted material (including non-ISM publications such as *The Wall Street Journal* and *BusinessWeek*) are italicized* and should appear as follows:

(*This deviates from AP style, which places quotation marks around book titles and does not italicize.)

Inside Supply Management[®]

This is ISM's monthly magazine (formerly titled *Purchasing Today*[®] and *NAPM Insights*[®]) and is available only through membership in the organization. The title should always be followed by a superscript registration mark.

Journal of Supply Chain Management

(Note: It's not "the" *Journal of Supply Chain Management*.)

This is ISM's quarterly academic journal available by subscription. It was formerly titled *International Journal of Purchasing and Materials Management* and *Journal of Purchasing and Materials Management*. After the first reference, it may be written as the *Journal*.

NewsLine

This is a monthly Affiliate Support publication available online.

The ISM Advantage

A former publication for ISM volunteers that has been discontinued; formerly *Inside NAPM*.

ISM __th Annual International Supply Management Conference Proceedings

These are the proceedings of ISM's Annual Conference, now available online. Past issues printed in hard copy. Proceedings prior to the 87th Annual Conference are titled the *NAPM __th Annual International Purchasing Conference Proceedings*.

ISM InfoEdge

This is a former ISM publication.

PRACTIX

This is a publication of CAPS Research.

Study materials published by ISM in any medium (book, video, CD-ROM, etc.) should also be italicized. Examples include the *C.P.M. Study Guide* and the *A.P.P. Diagnostic Kit on Disk* Volumes I and II. Note that "volume" and "edition" do not take italics.

C. Report On Business[®]

Manufacturing ISM Report On Business[®] and ***Non-Manufacturing ISM Report On Business***[®]

These ISM reports (which are *only known internally as the ROB*; never use "ROB" in official documents or publications) are leading economic indicators released on the first and third business days, respectively, of each month and are posted online and in *Inside Supply Management*[®]. When referring to both reports, do not use *Reports On Business*[®] — this is incorrect. Reword or use the lowercase plural "the reports."

NMI

The NMI (Non-Manufacturing Index) is a composite index for the non-manufacturing sector.

PMI

This composite index of the *Report On Business*[®], formerly called the Purchasing Managers' Index, is now known simply as the PMI in all references.

D. ISM Headquarters

ISM's Web site is www.ism.ws.

The Web site for the ISM Knowledge Center is www.ism-knowledgecenter.ws.

Also: ISM Web site is preferred, but can also use ISM Home Page (but lowercase *home page* if used generically)

ISM's toll-free phone number should be accompanied by its 480 number and listed as follows:

800/888-6276 or +1 480/752-6276

For all phone numbers, the area code is separated from the main number with a slash. The word "extension" should be spelled out and follow a comma.*

Example: 800/555-2222, extension 333

(*This deviates from AP style, which abbreviates the word "extension" and puts parentheses around the area code.)

ISM fax number: 480/752-7890

ISM Customer Service fax: 480/752-2299

ISM Customer Service e-mail address: custsvc@ism.ws

ISM Headquarters street address:

2055 E. Centennial Circle

Tempe, AZ 85284

ISM postal address:

P.O. Box 22160

Tempe, AZ 85285-2160

ZIP code for 2055 E. Centennial Circle: 85284

ZIP code for P.O. Box 22160: 85285-2160

ZIP code for postcard-sized P.O. Box Business Reply mail: 85285-9781

ZIP code for letter-sized P.O. Box Business Reply Mail: 85285-9688

The ZIP codes are not interchangeable.

CAPS Research has a direct phone number, fax number and Web site:

Phone: 480/752-2277

Fax: 480/491-7885

Web: www.capsresearch.org

The numbers used for ISM postal indicia are as follows:

Third-Class mail: Midland MI = 135; Phoenix AZ = 2348; San Antonio TX = 3903;
Canada = 7006605

First-Class Business Reply mail: 105

ISM publications and materials created by Desktop staff should be coded with the creator's initials, the source code, the print date, and the number of copies printed:

DS SC 493 8/03 15M

E. Breaks in Text

Check text and typesetting for bad breaks:

- Do not break an e-mail or Web site address at the end of a line with a hyphen (the reader will not know if the hyphen is or is not part of the address). Break the address at a slash, a period, an @ symbol or an existing hyphen within the address. If a series of words within the address must be broken, break at the end of a whole word and do not use a hyphen.
- Do not break e-mail or Web site addresses across a page (and avoid if possible across columns).
- Do not break people's names across a line or page. If it is necessary to do so, avoid separating the first name from the middle initial.
- Do not end a column with a colon or a hyphen.
- Do not break words across a column or page.
- Do not break words so that there are only three letters, or less, on the back end (e.g., *recogniz-ing*).
- Do not break hyphenated words across a line (other than at the hyphen).
- Do not break hyphenated words across a column or page.
- Do not leave part of a word alone at the end of a paragraph (orphan).

II. A Basic Guide to Style

The following guide is taken from *The Associated Press Stylebook and Briefing on Media Law*, 2007 Edition, with some modifications made to fit the unique needs of ISM. This concise guide is meant to provide quick answers to common questions; for further explanation or more complex questions, please consult the *AP Stylebook* or the Copy Editor.

For spelling questions, consult *Webster's New World College Dictionary, Fourth Edition*, the official dictionary of the Associated Press. In general, the first spelling listed in an entry is the preferred spelling. Some ISM exceptions are noted in this *Style Guide*, which will be updated periodically to reflect changes in ISM preferred spelling and usage.

A. Punctuation

1. Ampersand (&)

Use an ampersand only when it is part of the formal name of a publication or an organization:

U.S. News & World Report, Acme & Associates, Inc.

The ampersand should not otherwise be used in place of *and*. Exceptions to this rule include *Ts & Cs* (terms and conditions) and *R&D* (research and development); other exceptions may occur.

2. Apostrophe (')

For singular nouns and plural nouns not ending in S, add an 's:

the company's procedures, women's rights, Xerox's profits

For singular common nouns ending in S, add an 's unless the next word begins with S, in which case add only an apostrophe:

*the hostess's invitation, the hostess' seat
the witness's answer, the witness' story*

For singular proper nouns ending in S, add only an apostrophe:

Dickens' novels, Kansas' schools

For plural nouns (even if singular in meaning) ending in S, add only an apostrophe:

the members' suggestions, according to mathematics' rules, the United States' wealth

Follow the rules above in composing the possessive form of words that occur in such phrases as:

a day's pay, two weeks' vacation, three days' work, your money's worth

For joint or individual possession:

Use a possessive form after only the last word if ownership is joint:

Fred and Sylvia's apartment

Use a possessive form after both words if the objects are individually owned:

Fred's and Sylvia's faces

Use an apostrophe for omitted figures, such as:

the class of '62, the Spirit of '76, the '20s

For plurals of a single letter:

Mind your p's and q's.

He learned the three R's and brought home a report card with four A's and two B's.

The Oakland A's won the pennant.

An exception is noted for "terms and conditions": *Ts & Cs*.

Plural abbreviations and designations do not use an apostrophe:

A.P.P.s, CEOs, C.P.M.s, IOUs, POs, VIPs

Use an apostrophe in contractions such as *it's* (it is) and *you're* (you are). However, no apostrophe is used for possessive pronouns such as *its* and *your*.

3. Colon (:)

The most frequent use of a colon is at the end of a sentence to introduce lists, tabulations, texts, etc. Use a colon to introduce long quotations within a paragraph and to end all paragraphs that introduce a paragraph of quoted material. (*See page 325 of the 2007 Associated Press Stylebook.*)

In a sentence, capitalize the first word after a colon only if it is a proper noun or the start of a complete sentence:

She promised this: The company would offer benefits to all workers.

But: *There were three considerations: expense, time and feasibility.*

The colon is also effective for providing emphasis:

He had only one hobby: eating.

Colons go outside quotation marks unless they are part of the quotation itself:

She approved a "quick fix": lowering prices.

4. Comma (,)

Use commas to separate elements in a series, but do not put a comma before the conjunction in a simple series:

*The flag is red, white and blue.
He would nominate Tom, Dick or Harry.*

Put a comma before the concluding conjunction in a series, however, if an integral element of the series requires a conjunction:

I had orange juice, toast, and ham and eggs for breakfast.

Also put a comma before the concluding contraction in a complex series of phrases:

The main points to consider are whether the athletes are skillful enough to compete, whether they have the stamina to endure the training, and whether they have the proper mental attitude.

Do not set an essential phrase off from the rest of a sentence with commas:

We saw the award-winning movie "One Flew Over the Cuckoo's Nest."

Set off nonessential phrases by commas:

The company president, Henry Ford II, spoke at the meeting.

A comma is used to separate an introductory clause or phrase from the main clause:

When he had tired of the mad pace of New York, he moved to Denver.

The comma may be omitted after short introductory phrases if no ambiguity would result:

During the night she heard many noises.

But use the comma if its omission would slow comprehension:

On the street below, the curious gathered.

When a conjunction such as *and*, *but* or *for* links two clauses that could stand alone as separate sentences, use a comma before the conjunction in most cases:

*She was glad she had looked, for a man was approaching the office.
We visited Washington, and our senator greeted us personally.*

Use a comma if a quoted statement would otherwise end in a period:

"The company is based in New York," he said.

Do not use a comma if a quoted statement ends with a question mark or exclamation point:

"Why should I?" he asked.

Use commas to separate names of states and nations used with city names:

Her journey will take her from Dublin, Ireland, to Fargo, North Dakota, and back.

The Selma, Alabama, group saw the governor.

Use a comma for most figures greater than 999:

He purchased 1,507 widgets.

Commas always go inside quotation marks.

5. Dashes (see also Hyphen)

Note: To insert a hyphen in text, use the hyphen key on the keyboard.

To insert an em-dash, you can use the Windows keyboard shortcut of ALT 1051.

a. Em-dash (—)

Use the em-dash symbol to denote an abrupt change in thought in a sentence or an emphatic pause:

We will fly to Paris in June — if I get a raise.

Smith offered a plan — it was unprecedented — to raise revenues.

Use em-dashes when a phrase that otherwise would be set off by commas contains a series of words that must be separated by commas:

He listed the qualities — intelligence, humor, conservatism, independence — that he liked in an executive.

Use an em-dash before an author's or speaker's name at the end of a stand-alone quotation:

"People want economy and they will pay any price to get it." — Lee Iacocca

Put a space on both sides of an em-dash in all uses. An exception is the use of em-dashes in ISM affiliate names, which do not take spaces.

6. Ellipsis (...)

In general, treat an ellipsis as a three-letter word, constructed with three periods (use ellipsis symbol if possible), with a space on each side of the ellipsis.

Use an ellipsis to indicate the deletion of one or more words in condensing quotes, texts and documents. When the material is deleted at the end of one paragraph and at the beginning of the one that follows, place an ellipsis in both locations.

"The organization will outline five policies ... to guide the employees' negotiations."

Do not use ellipses at the beginning and end of direct quotes:

"It has become evident to me that I no longer have a strong enough political base," Nixon said.

Not: *"... it has become evident to me that I no longer have a strong enough political base ... ,"* Nixon said.

When the grammatical sense calls for a period, question mark, exclamation point, comma or colon, the sequence is word, punctuation, space, ellipsis:

I no longer have a strong enough political base. ...

Will you come? ...

7. Exclamation Point (!)

Avoid overusing exclamation points. Use a comma or period instead in most cases.

Place the mark inside quotation marks when it is part of the quoted material (do not use a comma or period after the exclamation point):

“How wonderful!” he exclaimed.

Place the mark outside quotation marks when it is not part of the quoted material:

I hated that episode of “Seinfeld”!

8. Hyphen (-) (see also Dashes)

Hyphens are joiners. Use them to avoid ambiguity or to form a single idea from two or more words:

The president will speak to small-business owners.

She had a know-it-all attitude.

He held a full-time job.

Do not use hyphens to link the adverb *very* or any adverb that ends in *-ly*.

For terms using *self*, always hyphenate:

self-assured, self-defense, self-government

In general, do not hyphenate when using a prefix with a word starting with a consonant (an exception in ISM style is *non-manufacturing*):

intrastate, multinational, pretest, retake

Do use a hyphen if the word that follows is capitalized:

anti-German, non-Lutheran

Use a hyphen to join double prefixes such as *sub-subparagraph*.

Also use a hyphen to avoid duplicated vowels or tripled consonants:

anti-intellectual, pre-empt, shell-like

Some exceptions to this rule are *cooperate* and *coordinate*. When in doubt as to when to use a hyphen, consult *Webster’s New World College Dictionary*.

Use hyphens to separate figures in odds, ratios, scores and some fractions:

a ratio of 2-to-1

When large numbers must be spelled out (such as at the beginning of a sentence), use a hyphen to connect a word ending in -y to another word:

twenty-one, fifty-five

In cases of suspensive hyphenation, the form is:

He received a 10- to 20-year prison sentence.

9. Parentheses ()

Place a period outside a closing parenthesis if the material inside is not a sentence (*such as this fragment*).

(An independent parenthetical sentence such as this one takes a period before the closing parenthesis.)

When a phrase placed in parentheses (*this is one example*) might normally qualify as a complete sentence but is dependent on the surrounding material, do not capitalize the first word or end with a period.

10. Period (.)

Do not put a space between a person's first and middle initials:

J.F. Kennedy, L.B. Johnson

Abbreviations using only the initials of a name do not take periods:

JFK, LBJ

Periods always go inside quotation marks:

She called the event a "phenomenal success."

Use a single space after a period at the end of a sentence in a paragraph.

11. Question Mark (?)

A question mark goes inside or outside of quotation marks depending on the meaning:

Who directed "Gone With the Wind"?

He asked, "How long will it take?"

Do not use a comma following the question mark in a quotation such as:

"Who is there?" she asked.

12. Quotation Marks (“ ”)

Running quotations: If a full paragraph of quoted material is followed by a paragraph that continues the quotation, do not put close-quote marks at the end of the first paragraph. Do, however, put open-quote marks at the start of the second paragraph. Continue in this fashion for any succeeding paragraphs, using close-quote marks only at the end of the quoted material.

If a paragraph does not start with quotation marks but ends with a quotation that is continued in the next paragraph, do not use close-quote marks at the end of the introductory paragraph if the quoted material constitutes a full sentence. Use close-quote marks, however, if the quoted material does not constitute a full sentence. For example:

He said, “I am shocked and horrified by the incident.

“I am so horrified, in fact, that I will ask for the death penalty.”

But: *He said he was “shocked and horrified by the incident.”*

“I am so horrified, in fact, that I will ask for the death penalty.”

Quotes within quotes: Alternate between double quotation marks (“ or ”) and single marks (‘ or ’):

She said, “I quote from his letter, ‘I agree with the president that “shareholder confidence is down,” but I know this situation is reversible,’ a remark he did not explain.”

Use a single mark and a double mark together if two quoted elements end at the same time:

He said, “She told me, ‘You deserve a raise.’”

The period and the comma always go within the quotation marks.

The dash, semicolon, question mark and exclamation mark go within the quotation marks when they apply to the quoted matter only. They go outside when they apply to the whole sentence.

Curved (“smart”) quotes should be used for all apostrophes and quotation marks used with words. Straight (") quotes should be used only in conjunction with numbers such as feet and inches.

13. Semicolon (;)

In general, use the semicolon to indicate a greater separation of thought and information than a comma can convey but less than the separation that a period implies. (*See page 325 of the 2007 Associated Press Stylebook.*)

Use semicolons to separate elements of a series when individual segments contain material that also must be set off by commas:

The committee included John Smith, vice president of marketing for Acme Inc.; Deborah Jones, supply manager for XYZ Corp.; and Michelle Olsen, vice president of finance for Majors Co.

Use a semicolon when a coordinating conjunction such as *and*, *but* or *for* is not present:

The package was due last week; it arrived today.

Place semicolons outside quotation marks unless they are part of the quotation itself.

B. General Usage

1. Addresses

Use the abbreviations *Ave.*, *Blvd.* and *St.* only with a numbered address:

1600 Pennsylvania Ave.

Spell them out and capitalize when part of a formal street name without a number:

Pennsylvania Avenue

Lowercase and spell out when used alone or with more than one street name:

Massachusetts and Pennsylvania avenues

All similar words (*alley*, *drive*, *road*, *terrace*, etc.) always are spelled out.

Always use figures for an address number (unless the address begins a sentence, in which case spell out the number):

9 Morningside Circle

Spell out and capitalize *First* through *Ninth* when used as street names; use figures with two letters for *10th* and above:

7 Fifth Ave., 100 21st St.

Abbreviate compass points used to indicate directional ends of a street or quadrants of a city in a numbered address:

222 E. 42nd St., 562 W. 43rd St., 600 K St. N.W.

Do not abbreviate compass points if the number is omitted:

East 42nd Street, West 43rd Street, K Street Northwest

Use periods in the abbreviation *P.O.* for Post Office Box numbers.

2. Cities and States

Spell out *United States* when used as a noun. Use *U.S.* (no space) only as an adjective.
Because Tom was born in the United States, he was a U.S. citizen.

In text, cities should be followed by their state, province, republic or country (spelled out*), except for the following, which may be used alone:

Domestic:

Atlanta
 Baltimore
 Boston
 Chicago
 Cincinnati
 Cleveland
 Dallas
 Denver
 Detroit
 Honolulu
 Houston
 Indianapolis
 Las Vegas
 Los Angeles
 Miami
 Milwaukee
 Minneapolis
 New Orleans
 New York

Oklahoma City
 Philadelphia
 Phoenix
 Pittsburgh
 St. Louis
 Salt Lake City
 San Antonio
 San Diego
 San Francisco
 Seattle
 Washington

International:

Beijing
 Berlin
 Djibouti
 Geneva
 Gibraltar
 Guatemala City
 Havana

Hong Kong
 Jerusalem
 Kuwait City
 London
 Luxembourg
 Macau
 Mexico City
 Monaco
 Montreal
 Moscow
 New Delhi
 Ottawa
 Paris
 Quebec City
 Rome
 San Marino
 Singapore
 Tokyo
 Toronto
 Vatican City

For example: *John is from Boston, but he now resides in Orlando, Florida.*
 (*This deviates from AP style, in which state names are abbreviated.)

Use the following two-letter Postal Service abbreviations only with full addresses, including ZIP code:

Alabama	AL	Indiana	IN
Alaska	AK	Iowa	IA
Arizona	AZ	Kansas	KS
Arkansas	AR	Kentucky	KY
California	CA	Louisiana	LA
Colorado	CO	Maine	ME
Connecticut	CT	Maryland	MD
Delaware	DE	Massachusetts	MA
District of Columbia	DC	Michigan	MI
Florida	FL	Minnesota	MN
Georgia	GA	Mississippi	MS
Hawaii	HI	Missouri	MO
Idaho	ID	Montana	MT
Illinois	IL	Nebraska	NE

Nevada	NV	South Carolina	SC
New Hampshire	NH	South Dakota	SD
New Jersey	NJ	Tennessee	TN
New Mexico	NM	Texas	TX
New York	NY	Utah	UT
North Carolina	NC	Vermont	VT
North Dakota	ND	Virginia	VA
Ohio	OH	Washington	WA
Oklahoma	OK	West Virginia	WV
Oregon	OR	Wisconsin	WI
Pennsylvania	PA	Wyoming	WY
Rhode Island	RI		

3. Names

A person's title is capitalized before the name, but lowercase after the name:

*Vice President of Public Relations Kathy L. Johnson will attend the seminar.
Kathy L. Johnson is vice president of public relations for Acme Inc.*

A person's whole name is used first, then his or her last name anytime thereafter. (Use the courtesy titles *Dr.*, *Mr.*, *Mrs.*, *Ms.* and *Miss* only in direct quotations or in other special situations.)

Michael J. Smith, Ph.D., C.P.M., will be speaking at the conference. Smith is president of Acme Inc.

Abbreviate junior or senior only with full names, and do not precede by a comma:

Joseph P. Kennedy Jr.

When a person's nickname is inserted into the identification of an individual, use quotation marks:

Maureen R. "Moe" Jackson

Use two words with no hyphen for titles such as *vice president*, *vice chair* and *vice principal*.

In general, abbreviate *company*, *corporation*, *incorporated* and *limited* when used as part of the proper name of a corporate entity. Exceptions may be noted in particular cases due to company name, preference, etc.

Acme Parts Co. Inc.

Capitalize formal academic degree names, but lowercase when used informally:

*She earned a Bachelor of Science in psychology.
He has a master's degree in history and a doctorate in political science.*

The following list includes many common abbreviations for scholarly degrees and titles of respect, according to ISM style:

A.P.P.	Accredited Purchasing Practitioner
BA	Bachelor of Arts
BS	Bachelor of Science
CACM	Certified Associate Contracts Manager
CIRM	Certified in Integrated Resource Management
CPA	Certified Public Accountant
CPCM	Certified Professional Contracts Manager
CPIM	Certified in Production and Inventory Management
CPL	Certified Professional Logistician
C.P.M.	Certified Purchasing Manager
CPP	Certified Professional Purchaser
CPPB	Certified Professional Public Buyer
CPPO	Certified Public Purchasing Officer
CPSM [®]	Certified Professional in Supply Management [®]
CTL	Certified in Transportation and Logistics
DBA	Doctor of Business Administration
D.D.S.	Doctor of Dental Surgery
J.D.	(Jurum Doctor) Doctor of Laws
LL.M.	Master of Laws
MA	Master of Arts
MBA	Master of Business Administration
M.D.	Doctor of Medicine
MS	Master of Science
Ph.D.	Doctor of Philosophy
PP	Professional Purchaser

4. Numbers

Unless noted below, spell out whole numbers from zero to nine; use figures for 10 and above.

However, spell out a numeral at the beginning of a sentence, unless it is a numeral that identifies a calendar year:

Twenty-five people attended the seminar.

1976 was a very good year.

a. Ages

Always use figures. Ages expressed as adjectives before a noun or as substitutes for a noun use hyphens.

The boy is 5 years old; a 5-year-old boy.

The law is 8 years old.

The woman is in her 30s (no apostrophe).

b. Decimal Units

For amounts less than 1 percent, use the numeral zero before the decimal point: *0.03*.

c. Dimensions

Use figures and spell out *inches, feet, yards*, etc., to indicate depth, height, length, width and weight. Hyphenate adjectival forms before nouns.

She is 5 feet 6 inches tall, the 5-foot-6-inch woman, the 6-foot man

Also use figures in dimensions, formulas and speeds:

The farm measures 5 miles by 4 miles.

The car slowed to 7 mph.

The new model gets 4 miles more per gallon.

**Note the distinction between miles as a dimension (shown above with a figure) and miles as a distance (shown below spelled out).*

d. Distances

Use figures for 10 and above, but spell out one through nine:

He walked four miles.

e. Dollars and Cents

Use figures and the \$ sign in all except casual references or amounts without a figure. Do not use .00 for whole dollar amounts. For dollar-amount ranges, use \$10-\$20.

Associated Press and ISM style for U.S. dollars is US\$1.5 million, US\$10 and so on.

The book cost \$4.

Please give me a dollar.

Dollars are flowing overseas.

He proposed a \$500,000 budget.

The budget averaged \$20,000-\$30,000.

The total deficit came to US\$5.7 billion.

Spell out the word cents and lowercase, using numerals for amounts less than a dollar:

5 cents, 12 cents

Use the \$ sign and decimal system for larger amounts:

\$1.01, \$2.50

f. Fractions

Spell out amounts less than one in text, using hyphens between the words:

two-thirds, four-fifths, seven-sixteenths

Use figures for precise amounts larger than one, converting to decimals whenever practical:

2.5, 10.25, 47.5

g. Millions, Billions

Use figures with million or billion in all except casual uses:

I'd like to make a million dollars.

The nation has 2 million citizens.

The company reported \$9 billion in revenues.

Use decimals where practical:

1.5 million

Not: *\$1,500,000* or *1 1/2 million*

Do not go beyond two decimal places:

It is worth \$4.35 million. It is worth exactly \$4,351,242.

Do not mix *millions* and *billions* in the same figure:

2.6 billion

Not: *2 billion 600 million*

Do not drop *million* or *billion* in the first figure of a range:

He is worth from \$2 million to \$4 million.

Not: *\$2 to \$4 million*, unless you really mean \$2.

Do not use a hyphen to join figures and *million* or *billion*, even to describe something:

The president submitted a \$300 billion budget.

h. Percentages

Use figures and decimals for all percentages except zero:

zero percent, 0.7 percent, 1 percent, 2.5 percent, 10 percent

For amounts less than 1 percent, precede the decimal with a zero:

The cost of living rose 0.6 percent.

Repeat *percent* with each individual figure:

She said 10 percent to 30 percent of the electorate may not vote.

In general, spell out “percent” within text. However, the % symbol may be used in tables and charts.

i. Rank

Spell out the word “number” and the number itself (if less than 10) to indicate position or rank.* Do not use a hyphen.

It was our number two choice.

(*This deviates from AP style, which abbreviates number as No. and uses figures.)

Use Roman numerals for wars and to show personal sequence for animals and people:

World War II, King George VI

5. Technology Terms

CD-ROM

cell phone

chat room

database

dot-com

e-mail, e-commerce, e-business, e-procurement, etc. (E-Mail in headings, E-mail to start a sentence. **Three ISM exceptions are *Report On eBusiness*, *eDigest* and *eSide*.)

home page (except ISM Home Page)

Internet, the Net

intranet, extranet

listserv

login (noun), log in (verb)

online, offline

screen saver

World Wide Web, the Web

Web site

webcam, webcast, webmaster, webinar

When describing the act of accessing a Web site or a link, the preferred term is “select” rather than “click on.”

Do not begin a Web site address with `http://` unless there is no `www`.*

(*This deviates from AP style, which uses `http://`.)

6. Times/Dates

Lowercase *a.m.* and *p.m.*, with periods and no spaces. The listing *a.m.* or *p.m.* is preferred over *o'clock*.

Do not put a 12 in front of *noon* or *midnight*.

Use the following forms to list times and dates:

7:30 a.m. - 4 p.m. (hyphen with spaces)

May 15-November 6, 2003; April 20-21, 2004 (hyphen with no spaces)

For dates, always use figures, without *st*, *nd*, *rd* or *th*:

He will arrive on October 21.

Capitalize and spell out* calendar months in all uses.

(*This deviates from AP style, which abbreviates months in some uses.)

When a phrase lists only a month and a year, do not separate the year with commas.

When a phrase refers to a month, day and year, set off the year with commas.

The conference was held in January 1982.

February 15, 1997, was the target date.

Spell out a numeral at the beginning of a sentence, unless it is a numeral that identifies a calendar year:

Twenty-five people attended the seminar.
1976 was a very good year.

For years in the same decade, use (for example) *2003-2004*

Also, 1998-2000.

For decades, show the plural form by adding S (no apostrophe); use an apostrophe in front of the number only to indicate numerals that are left out:

the 1890s, the '90s, the mid-1930s

7. Titles and Headings

Capitalize the principal words, including conjunctions and prepositions of four or more letters. But capitalize a word (including articles such as *a, an, the*) of fewer than four letters if it is the first or last word in a title.

Italicize* titles of books, newspapers, magazines and other published materials, including those published online.

(*This deviates from AP style, which places quotation marks around book titles and does not italicize.)

Lowercase the word *magazine* unless it is part of the publication's formal title:

Harper's Magazine, Newsweek magazine

Capitalize *the* in a newspaper's name if that is the way the publication prefers to be known:

The Wall Street Journal, The New York Times

Lowercase *the* before newspaper names if an article mentions several papers, some of which use *the* as part of the name and some of which do not.

Put quotation marks around the titles of movies, television shows, plays, poems, speeches, songs, works of art, etc.

8. Writing Tips/Miscellaneous

For lists using bullets, numbers, dashes, etc.: Use one space between the bullet and the first word, and capitalize the first letter of the word. Use periods on all items only if at least one of the items forms a complete sentence.

For lists within paragraphs, use parentheses around the numbers or letters. The normal rules of commas and semicolons apply.

She wanted to attend the conference for three reasons: (1) to network with colleagues, (2) to learn about her profession and (3) to meet suppliers.

Use only **one** space between sentences.

In general, use *italics* to add emphasis to a word within text, not **boldface**.

Spell out “versus” in text. The lowercase abbreviation “vs.” may be used in a headline, subheadline, table or figure.

Instead of *utilize*, *utilization* or *usage*, the term *use* is almost always better.

e.g., = for example/i.e., = that is (try to avoid, but if used, must have comma after):
Some departments (e.g., finance, accounting and marketing) may be audited.
He was the “keeper of the secrets”; i.e., he was responsible for safeguarding the organization’s proprietary information.

The word “who” refers to people. “That” refers to things and introduces essential information. “Which” refers to things and introduces nonessential information.

The employees who worked overtime were paid \$200.
The company that signed the agreement is based in Chicago.
The company, which is based in Chicago, will sign the agreement next week.

When referring to an approximate amount, use the word *nearly* rather than *almost* (or some other word).

Use the article *a* before consonant sounds:

a historic event, a one-year term, a united stand

Use the article *an* before vowel sounds:

an energy crisis, an honorable man, an NBA record, an 1890s celebration

Lowercase *spring*, *summer*, *fall*, *winter* and derivatives such as *springtime* unless part of a formal name:

Dartmouth Winter Carnival, Summer Olympics

Always use *accounts receivable* (*accounts payable*). It is never *account receivables* or *accounts receivables*.

Note that a firm is a business partnership:

She joined a law firm.

Do not use “firm” in references to an incorporated entity.

Avoid unnecessary words such as *virtually* and *basically* as well as overly casual language, as seen in the following example:

*The supply manager knew that she would **probably** be allowed to **get** the new system, because **a lot** of her coworkers already **had** it.*

Better: *The supply manager knew there was a good chance she would receive approval to purchase the new system, because many of her coworkers had already implemented it.*

In general, spell out an abbreviation the first time it is used; e.g., Internet service provider (ISP). However, some abbreviations are so common that they need no explanation. Refer to *ISM Common Words and Phrases* at the back of the *Style Guide*.

In general, use the following industry terms:

supply management not purchasing or materials management

supply manager or **supply management professional** not purchaser or buyer

supplier not vendor or seller

organization not company, corporation or firm (unless referring to a particular company or corporation)

There are exceptions to these rules. For instance, if text becomes awkward, company may be used in place of organization. There will be instances in which there is a buyer and a seller of something. A person's title may require that he or she is called a purchaser or a buyer. Or a supply manager may actually be engaging in supply *chain* management. Formal names and titles should never be changed to reflect preferred style. Let the context be your guide; however, when referring to the profession in general, supply manager and supply management are preferable over all other terms.

APPENDIX A

STYLE FOR BIBLIOGRAPHIC REFERENCES

Author name mentioned in text (periodical)

Peter Drucker (1992) uses a symphony orchestra as an excellent example of a flattened organization.

Corresponding reference:

Drucker, P. "The New Society of Organizations," *Harvard Business Review*, (70:5), September-October 1992, pp. 95-104.

Scholarly journal reference

A key to success in this environment is to reduce the time it takes to perform organizational processes in a manner that reduces cost and/or increases customer service (Wetherbe 1995).

Corresponding reference:

Wetherbe, J.C. "Principles of Cycle Time Reduction: You Can Have Your Cake and Eat It Too," *Cycle Time Research*, 1995, pp. 1-24.

Scholarly numbered journal reference

Information requirements determination becomes even more problematic when one attempts to determine requirements across organizations (Clemons and Kleindorfer 1992).

Corresponding reference:

Clemons, E.K. and P.R. Kleindorfer. "An Economic Analysis of Interorganizational Information Technology," *Decision Support Systems*, (8:5), September 1992, pp. 431-446.

Book reference

The need for cross-functional teams to be co-located for reengineering efforts is another example (Wetherbe and Vitalari 1994).

Corresponding reference:

Wetherbe, J.C. and N.P. Vitalari. *Systems Analysis and Design: Best Practices*, West Publishing, St. Paul, MN, 1994.

Compiled works with editor(s) reference

The assumption is that such scores are portable, an assumption Fornell (1987) argued is not tenable.

Corresponding reference:

Fornell, C. "A Second Generation of Multivariate Analysis: Classification of Methods and Implications for Marketing Research." In M. Houston (Ed.), *Review of Marketing*, American Marketing Association, Chicago, IL, 1987.

Unpublished dissertation reference

Managers in these organizations are learning oriented, which means that they advocate and demonstrate behaviors such as shared vision, team learning, learning utility, and accessible memory (Hult 1995).

Corresponding reference:

Hult, G.T.M. "An International Organizational Learning Study of the Internal Marketing System," unpublished doctoral dissertation, The University of Memphis, 1995.

Newspaper reference (multiple issues)

Boeing created strategic alliances with these companies in order to manufacture their planes at a lower cost while at the same time gaining access to their strategic alliance partners' markets (Holusha 1992; Pollack 1992).

Corresponding references (listed separately, in alphabetical order):

Holusha, J. "International Flights Indeed: Who Will Make What on a Boeing 777," *The New York Times*, January 21, 1992, p. 21.

Pollack, A. "Technology Transcends Borders, Raising Tough Questions in U.S.," *The New York Times*, January 1, 1992, p. 20.

Corporate publication reference

This group also needs to be present to dictate standards and implementation of IOISs (Levinson and Meier 1988).

Corresponding reference:

Levinson, N.S. and R. Meier. *Toward the 1990's: Information Management Trends*, Xerox Corporation, 1988.

A technique that has been found to work that will accomplish this task is business systems planning (BSP) (IBM Corporation 1985).

Corresponding reference:

IBM Corporation. *Business Planning – Information Systems Planning Guide*, Publication #GE20-0527-4, 1985.

Software reference

Content analysis software TEXTPACK V developed by Mohler and Zuell (1987) was used in this study.

Corresponding reference:

Mohler, P. and C. Zuell. *TEXTPACK V, Release 3.0*, Zentrum fuer Umfragen Methoden and Analysen e.V., Mannheim, Federal Republic of Germany, 1987.

Working paper reference

However, models representing uncertainty rarely make provisions for ambiguity when dealing with value (Fishburn 1990).

Corresponding reference:

Fishburn, P.C. *On the Theory of Ambiguity*, working paper, AT&T Bell Laboratories, New Jersey, 1990.

Presented works reference

Current research suggests that these assumptions may not be valid, or at least should be critically reevaluated, given recent developments in manufacturing technologies and approaches (Bozarth and McDermott 1994).

Corresponding reference:

Bozarth, C. and C. McDermott. *Applying the Configurational Approach to Develop a Typology of Manufacturing Units*, presented at the Academy of Management National Conference, Dallas, TX, 1994.

Conference/symposium proceedings reference

Included are productivity ratios, conformance quality and product reliability, delivery speed and process time, and delivery reliability (Pannesi 1989).

Corresponding reference:

Pannesi, R. "Promoting Manufacturing Strategy Implementation through the Right Measurements," *National Conference Proceedings*, American Production & Inventory Control Society, 1989, pp. 263-266.

Funded research reference

Numerous researchers have examined the relationship between performance measures and manufacturing strategy, arguing that measures should be selected that support the manufacturing task (Roth, Giffi, Shinsato and Fradette 1993).

Corresponding reference:

Roth, A., C. Giffi, D. Shinsato and M. Fradette. *Vision in Manufacturing: Planning for the Future*, funded research for Deloitte Touche Tohmatsu International, 1993.

Web site reference

In recent years, a number of architectures and templates for designing agent-based systems have been developed including Java Agent Template (Frost 1996).

Corresponding reference:

Frost, H.R., Java Agent Template, <http://cdr.stanford.edu/ABE/JavaAgent>, November 23, 1996.

APPENDIX B

USE OF THE ISM AND NAPM LOGOS

Organizations that have entered into an ISM Affiliated Association Agreement with the Institute for Supply Management™ and have changed their corporate status to Institute for Supply Management™—(affiliate name), Inc., *as well as* organizations that have entered into a Use of ISM Logo Affiliate Authorization Agreement, may use the ISM logo. Guidelines for using the ISM and NAPM logos are available from the Affiliate Support Department.

The ISM logo is a registered trademark. It should always appear with a ® mark.

The red, white and blue NAPM logo is a registered trademark. It should always appear with the registered mark (®).

Alterations to these logos, such as reversing/screening colors on a logo, or placing a logo in, on or with another shape or logo, and placing promotional statements or other copy around a logo — except as specified below — are not approved.

The ISM logo may appear in conjunction with the following:

- For associations that have entered into an ISM Affiliated Association Agreement and have changed their corporate status: ISM—(affiliate name), Inc.
- For associations that have entered into the Use of ISM Logo Affiliate Authorization Agreement: NAPM—(affiliate name), Inc. When the name of the association is used in text without the logo, the association name should be as follows: NAPM—(affiliate name), Inc. (affiliated with the Institute for Supply Management™).

The NAPM logo may appear in conjunction with either of the following:

- NAPM—(affiliate name), Inc.; OR
- NAPM—(affiliate name), Inc. (affiliated with the Institute for Supply Management™).

TYPOGRAPHY

ISM Logo

The typeface Arial is the standard typeface for use with the ISM logo on letterhead, business cards, etc. The association name should also be in Arial.

NAPM Logo

The typeface Helvetica is the standard typeface for use with the NAPM logo on letterhead, business cards, etc. The association name should also be in Helvetica. Both typefaces are visually complementary to the specific logo as well as being popular and readily available typefaces across the country. Although these typefaces come in different weights (light, regular, bold, etc.), the “regular” weight should be used.

COLOR

ISM Logo

The following colors are used for the ISM logo: (1) Red (Pantone, PMS #485) (100%) and Blue (Pantone, PMS #288) (100%); (2) any Pantone color (100%); (3) Process Black (100%); or (4) reversed to white (100%). The association name should appear in Blue (Pantone, PMS #288) (100%).

No part of the logo should appear in a gray screen/scale or should be outlined.

NAPM Logo

The following colors are used for the NAPM logo: (1) Red (Pantone, PMS #485) (100%) and Blue (Pantone, PMS #288) (100%); (2) Blue (Pantone, PMS #288) (100%); or (3) Process Black (100%). In the case of a one-color piece, the logo can be the color of the single color used in the piece. The association name should appear in Blue (Pantone, PMS #288) (100%).

SIZES

ISM Logo

When using the ISM logo, the minimum size recommended is 1 inch (wide) x 7/8 inch (tall), which is used for business cards. There is no maximum size requirement.

NAPM Logo

When using the NAPM logo, the minimum size recommended is 13/16 inch x 13/16 inch (square), which is used for business cards. The most common size is 1-5/16 inch x 1-5/16 inch (square). There is no maximum requirement.

PAPER

Although the type and texture of paper will differ from publication to publication, white paper should be used when using the logos. White paper better enhances the visibility and sharpness of the logos. It is also in continuity with the color scheme of red, white and blue. If cloth is used (for a banner), white is still recommended.

LOGO USAGE

For use on letterhead, the ISM or NAPM logo always appears in the upper left-hand corner of the sheet of paper. The affiliate name should be listed on the right-hand side. For use on envelopes and business cards, the logo should appear in the upper left corner. If the logo is used in a newsletter, the logo should appear in the upper left-hand corner of the publication. Other publications or visuals (such as a banner, display board, poster, etc.) should be consistent with the guidelines.

APPENDIX C

WORD CHOICE

adopt	choose to follow an idea
adapt	adjust one thing to another
affect	to cause change in something
effect	something brought about by change (result)
allude	to hint
refer	make direct reference
alot	<i>not considered a standard word</i>
a lot	to describe a quantity of something
already	previously
all ready	all are prepared
among	in association with three or more things
between	separates two things
anxious	nervous
eager	looking forward to
assume	to take as true without evidence
presume	to take as true for a specific reason
assure	to make confident
ensure	to make certain something happens
insure	to buy insurance
because	the reason for something
since	relation in time
capital	city
capitol	building
compliment	to praise
complement	to complete
complimentary	given free as a courtesy
complementary	acting as a complement; completing
continual	happening in steady succession
continuous	uninterrupted
credible	believable, trustworthy
creditable	deserving credit, praiseworthy
delusion	a false belief, mistaken idea
illusion	an unreal image
discreet	prudent
discrete	distinct
disinterested	impartial
uninterested	not interested
e.g.,	<i>exempli gratia</i> , for example (try to avoid, just write <i>for example</i>)
i.e.,	<i>id est</i> , that is, that is to say (try to avoid, just write <i>that is</i>)
emigrate	to leave a country for residence elsewhere
immigrate	to take residence in a country where one is not a native
eminent	distinguished or outstanding
imminent	about to happen
eternity	unending time, forever
infinity	unending distance or quantity
everyday	(adjective) normal, not out of the ordinary, occurring every day
every day	(refers to when something is happening)
evoke	bring out
invoke	call upon

farther further	to extend in regard to physical distance to extend in regard to everything but physical distance
fewer less	quantities that can be counted quantities that must be measured
flaunt flout	to display self boastfully, to be showy to treat with disregard, to insult
fortunately fortuitously	an unforeseen good thing happening by chance
fulsome wholesome	disgusting, offensive promoting well-being, improving character
function functionality	operate; occupation or employment contribution to the development and maintenance of a larger whole (don't "longwordify" what would otherwise be clear)
good well	adjective (describes something) adverb (describes how something was done)
gourmet gourmand	a connoisseur in eating and drinking one who is excessively fond of eating and drinking
hanged hung	done at criminal executions (people) past tense of hang (objects)
healthful healthy	activities that contribute to good health good physical condition
affect impact	to cause change in something <i>impact</i> should remain a noun (A proposal can <i>have an impact</i> , but it cannot <i>impact</i> anything. The only thing that can be <i>impacted</i> is a wisdom tooth.)
incredible incredulous	unbelievable not believing
individual person or someone	use when distinguishing a person from a group or a corporation can usually be used instead of <i>individual</i>
infer imply	to conclude by reasoning from something known or assumed hint or suggest
instinct intuition	a natural, subconscious impulse to do something subconscious knowledge gained through personal experience
irregardless regardless	<i>substandard word</i> without regard for objections
its it's its'	shows the possessive of pronoun <i>it</i> contraction meaning <i>it is</i> <i>no such word</i>
last latter	being after all others being the last mentioned of two
lay lie	to place something to recline
libel slander	damaging public statement made in print damaging public statement made orally
like as	comparison (followed by a word or phrase) comparison (followed by a clause — subject + verb)
list listing	Don't use <i>listing</i> as a noun where <i>list</i> will do. A phone book is a <i>list</i> of names, each of which is a <i>listing</i> .
literally figuratively	following the exact order of the real not in its usual/exact sense
majority plurality	more than 50 percent the largest groups without regard to percentage
marketing merchandising	all aspects of selling sales promotion and advertising; function of marketing

method methodology	a way of doing something study, or system, of methods (Don't "longwordify" what would otherwise be clear.)
may can	expresses permission expresses ability
militate mitigate	to fight or argue to soften or moderate
nauseated nauseous	to be sick to one's stomach causing nausea
notable notorious	compliment to a person of distinction widely known in an unfavorable manner
oral verbal	spoken related to words
parameters perimeters	a variable value that stays constant boundaries or limits
persecute prosecute	harass, treat unfairly take legal action through a court
perspective prospective	point of view probable or expected
persuade convince	to succeed in causing another to act a certain way to cause another to believe something
precede proceed	go before advance to
presumptive presumptuous	based on a probability or an assumption arrogant, unduly confident
principal principle	the most important, the main fundamental idea
raise rise	to lift something (transitive verb takes object) things/people which lift by themselves (intransitive verb, no object)
stationary stationery	not moving writing paper
take bring	carry away come with
their there they're	possessive of pronoun <i>they</i> refers to a place or expletive contraction of <i>they are</i>
unique unusual	rare or uncommon, without like or equal different, not the norm
use utilize, utilization, usage	<i>Use</i> (as a noun and verb) is almost always better. (Don't "longwordify" what would otherwise be clear.)
valuable invaluable	of great worth priceless
which who that	refers to things (not people) and introduces <i>nonessential</i> material refers to people refers to things and introduces <i>essential</i> information

version 8/1/2008

ISM Common Words and Phrases

Refer to ISM's Glossary of Key Purchasing and Supply Terms for definitions if needed.

NOTE: This document is not meant to replace the ISM Style Guide. It is a supplement.

Numbers, etc.

9/11 (for September 11, 2001)

24-7

A

accreditation

adviser (not advisor)

A.P.P. (Accredited Purchasing Professional; does not need to be spelled out)

A.P.P. Exam

B

B2B (business-to-business; does not need to be spelled out)

B2C (business-to-consumer; does not need to be spelled out)

B2E (business-to-enterprise; does not need to be spelled out)

bar code [n., adj.]; bar coding

baseline

BATNA (Best Alternative to a Negotiated Agreement; does not need to be spelled out)

benchmark [n., v.]

best-in-class

best practice [adj.]

boardroom

bottom line

business case

buy [n.]

buy-in [n.]

C

carbon-neutral

cell phone

CEO (chief executive officer; does not need to be spelled out)

Certified Professional in Supply Management[®]

(CPSM[®]) *Note: Please spell out CPSM[®] on first reference for the time being. Also note: CPSM does NOT take an[®] when used after someone's name: John Smith, CPSM. But the[®] IS required in all other usage.*

CFO (chief financial officer; does not need to be spelled out)

chair (not –man/-woman/-person)

chat room

Conference (capped only when referring to the annual ISM Conference)

Continuing Education Hours (CEHs)

cost saving [n., adj.]

coworker

Cpk measures (a quality measurement index; Cpk does not need to be spelled out)

C.P.M. (Certified Purchasing Manager; does not need to be spelled out)

C.P.M. Exam

CPO (chief purchasing officer; does not need to be spelled out)

CPSM[®] qualification (spell out CPSM[®] if this is first reference to qualification in text)

Customs-Trade Partnership Against Terrorism (C-TPAT)

D

database

decision-makers; decision-making

dot-com

downtime

E

e-auction, e-mail, e-commerce, e-procurement, e-tool, etc. (Note: e-Tool[®] for the licensed product)

EDI (electronic data interchange; does not need to be spelled out)

end-to-end

end user [n.]

end-user [adj.]

ERP (enterprise resource planning; does not need to be spelled out)

F

fishbone chart

flow path

follow-up [n.]

Fortune 500 and Fortune 1,000

G

green (not “green”; i.e., environmentally green)

H

handheld [n.; a PDA-type device]

hardcopy

hazmat

headcount

healthcare

Historically Underutilized Business Zone (HUBZone)

home page (generic; *Note: Try to use “Web site” instead*)

Home Page (when referring to the ISM Home Page; *Note: Try to use “ISM Web site” instead*)

hotspot

HR (human resources; does not need to be spelled out)

I

Incoterms

industrywide (also nationwide, companywide, etc.)

Inside Supply Management[®] (always needs [®])

Institute for Supply Management[™] (always needs [™] when spelled out)

Institute for Supply Management[™]'s ([™] goes before the apostrophe and s)

intermodal

ISM *Report On Business*[®] and Non-

Manufacturing *ISM Report On Business*[®]

(Note: *Reports On Business* is incorrect; use “the reports” or reword)

ISM R. Gene Richter Awards for Innovation and Leadership in Supply Management

IT (information technology; does not need to be spelled out)

J

just in time (JIT) (as used in the magazine, no hyphens)

K

kanban (a common business model; e.g., kanban system, kanban model)

knowledge management (KM)

KPI or KPIs (key performance indicator(s); does not need to be spelled out)

keynote

keyword (technology)

L

leading-edge [adj.]

lead time

lean (OK to use alone as a noun; also lean management, lean purchasing, lean practices, etc.)

life cycle [n.] and life-cycle [adj.]

lineup

login [n.]

log in [v.]

low-cost country

low-cost-country sourcing, etc.

M

M&A (mergers and acquisitions; does not need to be spelled out)

M/WBES

mind-set

MRO (materials, repair and operating, i.e., indirect materials; does not need to be spelled out)

MRP (materials requirements planning; does not need to be spelled out)

multicultural

N

nearshore; nearshoring

non-value-added

O

OEM (for original equipment manufacturer; does not need to be spelled out)

offshore; offshoring

on-site and off-site

P

p-card

padfolio

pipeline

PO (for purchase order; does not need to be spelled out)

pretest

price/cost analysis

proactive

Q

R

R&D (research & development; does not need to be spelled out)

Real GDP

retake

RFID (radio frequency identification; does not need to be spelled out)

RFP (request for proposal; does not need to be spelled out)

RFQ (request for quote; does not need to be spelled out)

request for information (RFX)

ROI (return on investment; does not need to be spelled out)

roadmap

roll-out (n.)

S

SCM (supply chain management; does not need to be spelled out)

single sourcing

Six Sigma

skill set

spend [n., as in, the company's annual spend, business spend]

statement of work (SOW)

stockout [n.]

stock out [v.]

T

Ts & Cs (for terms and conditions; ampersand required; does not need to be spelled out)

takeaway [adj.]

time line

third-party logistics (3PL)

third-party network (... services, etc.)

thought-leadership

timeframe

toolkit

top line

Total Quality Management (TQM)

trade-off

two-bin system

turnkey

U

U.S. [adj.] – but spell out United States when used as a proper noun

username

V

value-add

versus (not vs.)

W

waybill

Web

Web site (*preferred over home page or ISM Home Page*)

white paper

widescale

workday

workflow

worklife

workstream

worldwide

X Y Z

XML (for extensible markup language; does not need to be spelled out)