# Table of Contents

I. ISM®-Specific Usage  
   A. General/Miscellaneous.................................................................1  
   B. ISM® Publications .......................................................................3  
   C. ISM® Report On Business®...........................................................4  
   D. ISM® Headquarters .......................................................................5  
   E. Breaks in Text .............................................................................6  

II. A Basic Guide to Style  
   A. Punctuation.................................................................................7  
      1. Ampersand..................................................................................7  
      2. Apostrophe...............................................................................7  
      3. Colon .....................................................................................8  
      4. Comma ....................................................................................8  
      5. Dashes.....................................................................................9  
         a. Em-Dash................................................................................9  
      6. Ellipsis ....................................................................................10  
      7. Exclamation Point ....................................................................10  
      8. Hyphen ..................................................................................10  
      9. Parentheses ...........................................................................11  
     10. Period ..................................................................................11  
     11. Question Mark ........................................................................12  
     12. Quotation Marks .....................................................................12  
     13. Semicolon ...............................................................................13  
   B. General Usage............................................................................13  
      1. Addresses ...............................................................................13  
      2. Cities and States ....................................................................14-15  
      3. Names ...................................................................................15  
      4. Numbers................................................................................17  
         a. Ages ..................................................................................17  
         b. Decimal Units .......................................................................17  
         c. Dimensions ..........................................................................17  
         d. Distances ...........................................................................17  
         e. Dollars and Cents ..................................................................18  
         f. Fractions ............................................................................18  
         g. Millions, Billions ..................................................................18  
         h. Percentages .........................................................................19  
         i. Rank ...................................................................................19  
      5. Technology Terms ....................................................................19  
      6. Times/Dates ..........................................................................20  
      7. Titles and Headings ..................................................................20  
      8. Writing Tips/Miscellaneous ....................................................21-23
III. Appendixes
   A. Bibliographic References ................................................................. 24
   B. Use of the ISM® and NAPM Logos ....................................................... 27
   C. Word Choice ...................................................................................... 29
   D. ISM® Common Words and Phrases ...................................................... 32
   E. Common Proofreader’s Marks ............................................................. 35
I. ISM®-Specific Usage

A. General/Miscellaneous

1. The correct way to abbreviate the Institute for Supply Management® is ISM®, without periods. On first, most prominent reference, the registration mark (®) should always be used. After the first reference, the acronym ISM may be used without the registration mark. This style, without the registration mark, is also used with affiliate names (for example, ISM—Vermont Inc.).

2. The Institute for Supply Management, Inc.® (ISM®) is a registered name and should be followed by the ® symbol in all references. When using the possessive form, the trademark symbol comes before the apostrophe (Institute for Supply Management®’s).

3. The actual ISM logo also requires the registration symbol (®).

4. ISM uses the following two-paragraph official statement to describe the institute:

Institute for Supply Management® (ISM®) is the first supply management institute in the world. Founded in 1915, ISM’s mission is to enhance the value and performance of procurement and supply chain management practitioners and their organizations worldwide. By executing and extending its mission through education, research, standards of excellence and information dissemination — including the renowned monthly ISM® Report On Business® — ISM maintains a strong global influence among individuals and organizations. ISM is a not-for-profit educational association that serves professionals with an interest in supply management who live and work in more than 80 countries. ISM offers the Certified Professional in Supply Management® (CPSM®) and Certified Professional in Supplier Diversity® (CPSD™) qualifications, and 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 website at www.ism.ws/Membership.)
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 acronyms CPSM®, denoting Certified Professional in Supply Management. There are also no periods in the acronym CPSD™, denoting Certified Professional in Supplier Diversity®. 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 CPSM®, CPSD™, 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; Jane Doe, CSM.

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. The order of ISM designations should be as follows after a person’s name:

   Pat Q. Smith, CPSM, CSM, CPSD, C.P.M., A.P.P.

14. Unless otherwise specified, educational designations come before professional designations: Joseph L. Johnson, Ph.D., CPSM, C.P.M.
Also, ISM designations come before other professional designations unless otherwise specified: *Joseph L. Johnson, CPSM, C.P.M., CPIM, CPCM*

*The MCIPS designation goes after ISM designations, and before any others: *Joseph L. Johnson, CPSM, C.P.M., MCIPS, 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, Membership 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 US$189, **ISM members US$89**). Higher (nonmember) pricing is generally listed first, followed by boldface member pricing. Exceptions may occur and should be approved. Note that AP style for US$ 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 Membership 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®**

These ISM reports (known as “the ROB” internally) 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.” The acronym “ROB” may be used in printed materials if the full name is used first.
NMI®
The NMI® (Non-Manufacturing Index) is a composite index for the non-manufacturing sector. It always requires the registration (®) symbol in every instance of use.

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. It always requires the registration (®) symbol in every instance of use.

D. ISM® Headquarters

ISM’s website is www.ism.ws.

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

Also: ISM website 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 style should be as follows. The word “extension” should be abbreviated as “ext.” and appear after a comma. The word “option” should be abbreviated as “opt.” and appear after a comma.*

Examples: 800.555.2222, ext. 333
800.555.2222, opt. 8
+1 480.752.6276, ext. 333
+1 480.752.6276, opt. 8

(*This differs from AP style.)

ISM fax number: +1 480.752.7890
ISM Customer Service fax:+1 480.752.2299
ISM Customer Service email address: custsvc@ism.ws

ISM Headquarters street address:
2055 E. Centennial Circle
Tempe, AZ 85284

CAPS Research has a direct phone number, fax number and website:

Phone: +1 480.752.2277
Fax: +1 480.491.7885
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 page layouts for bad breaks:

- Do not break an email or web 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 email or web addresses across a page (and avoid if possible across columns).
- Do not break people’s names across a page. If it is necessary to do so, try to avoid separating the first name from the middle initial.
- Do not break words across a page.

II. A Basic Guide to Style

The following guide is taken from The Associated Press Stylebook and Briefing on Media Law, 2011 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:


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 ...

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:

<table>
<thead>
<tr>
<th>Domestic:</th>
<th>Oklahoma City</th>
<th>Hong Kong</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlanta</td>
<td>Philadelphia</td>
<td>Jerusalem</td>
</tr>
<tr>
<td>Baltimore</td>
<td>Phoenix</td>
<td>Kuwait City</td>
</tr>
<tr>
<td>Boston</td>
<td>Pittsburgh</td>
<td>London</td>
</tr>
<tr>
<td>Chicago</td>
<td>St. Louis</td>
<td>Luxembourg</td>
</tr>
<tr>
<td>Cincinnati</td>
<td>Salt Lake City</td>
<td>Macau</td>
</tr>
<tr>
<td>Cleveland</td>
<td>San Antonio</td>
<td>Mexico City</td>
</tr>
<tr>
<td>Dallas</td>
<td>San Diego</td>
<td>Monaco</td>
</tr>
<tr>
<td>Denver</td>
<td>San Francisco</td>
<td>Montreal</td>
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<tr>
<td>Detroit</td>
<td>Seattle</td>
<td>Moscow</td>
</tr>
<tr>
<td>Honolulu</td>
<td>Washington</td>
<td>New Delhi</td>
</tr>
<tr>
<td>Houston</td>
<td></td>
<td>Ottawa</td>
</tr>
<tr>
<td>Indianapolis</td>
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<td></td>
</tr>
<tr>
<td>Las Vegas</td>
<td>Beijing</td>
<td>Quebec City</td>
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<tr>
<td>Los Angeles</td>
<td>Berlin</td>
<td>Rome</td>
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<tr>
<td>Miami</td>
<td>Djibouti</td>
<td>San Marino</td>
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<td>Milwaukee</td>
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<td>Singapore</td>
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<td>Minneapolis</td>
<td>Gibraltar</td>
<td>Tokyo</td>
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<tr>
<td>New Orleans</td>
<td>Guatemala City</td>
<td>Toronto</td>
</tr>
<tr>
<td>New York</td>
<td>Havana</td>
<td>Vatican City</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Alabama</th>
<th>AL</th>
<th>Arkansas</th>
<th>AR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alaska</td>
<td>AK</td>
<td>California</td>
<td>CA</td>
</tr>
<tr>
<td>Arizona</td>
<td>AZ</td>
<td>Colorado</td>
<td>CO</td>
</tr>
</tbody>
</table>
Connecticut CT New Hampshire NH
Delaware DE New Jersey NJ
District of Columbia DC New Mexico NM
Florida FL New York NY
Georgia GA North Carolina NC
Hawaii HI North Dakota ND
Idaho ID Ohio OH
Illinois IL Oklahoma OK
Indiana IN Oregon OR
Iowa IA Pennsylvania PA
Kansas KS Rhode Island RI
Kentucky KY South Carolina SC
Louisiana LA South Dakota SD
Maine ME Tennessee TN
Maryland MD Texas TX
Massachusetts MA Utah UT
Michigan MI Vermont VT
Minnesota MN Virginia VA
Mississippi MS Washington WA
Missouri MO West Virginia WV
Montana MT Wisconsin WI
Nebraska NE Wyoming WY
Nevada NV

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
- CPSD™ Certified Professional in Supplier Diversity®
- CPSM® Certified Professional in Supply Management®
- CSM™ Certified 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
- MCIPS Member of the Chartered Institute of Purchasing and Supply
- 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 US$10-$20.

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

Please give me a dollar.
Dollars are flowing overseas.
He proposed a US$500,000 budget.
The budget averaged US$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:
US$1.01, US$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 US$9 billion in revenues.

Use decimals where practical:
1.5 million
Not: US$1,500,000 or 1 1/2 million

Do not go beyond two decimal places:
It is worth US$4.35 million. It is worth exactly US$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 US$2 million to US$4 million.
Not: US$2 to US$4 million, unless you really mean US$2.

Do not use a hyphen to join figures and million or billion, even to describe something:
The president submitted a US$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
cellphone
chat room
database
dot-com
e-mail, e-commerce, e-business, e-procurement, etc. (Email in headings, Email to start a sentence. **Three ISM exceptions are Report On eBusiness, eDigest and eSide.)
home page
Internet, the ’net
intranet, extranet
listserv
login (noun), log in (verb)
online, offline
screen saver
web
website (this differs from AP style)
webcam, webcast, webmaster, web seminar (NOT webinar)

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

Do not begin a website address with http:// unless there is no www.

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:

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 US$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 chain management**
**supply chain practitioner**
**supply management**, not purchasing or materials management
**supply manager** or **supply management professional or practitioner**, not purchaser or buyer
**supplier**, not vendor or seller
**procurement**
**organization** not company or corporation (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. Firm may work better than organization, company or corporation. 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 chain manager and supply chain management are preferable.
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:

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:

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:

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

Corresponding reference:

Compiled works with editor(s) reference
The assumption is that such scores are portable, an assumption Fornell (1987) argued is not tenable.

Corresponding reference:

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:

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):

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

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

Corresponding reference:

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

Corresponding reference:

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

Corresponding reference:

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:
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:

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:

Website 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:
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 Membership 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

<table>
<thead>
<tr>
<th>Word</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>adopt</td>
<td>choose to follow an idea</td>
</tr>
<tr>
<td>adapt</td>
<td>adjust one thing to another</td>
</tr>
<tr>
<td>affect</td>
<td>to cause change in something</td>
</tr>
<tr>
<td>effect</td>
<td>something brought about by change (result)</td>
</tr>
<tr>
<td>allude</td>
<td>to hint</td>
</tr>
<tr>
<td>refer</td>
<td>make direct reference</td>
</tr>
<tr>
<td>alot</td>
<td>not considered a standard word</td>
</tr>
<tr>
<td>a lot</td>
<td>to describe a quantity of something</td>
</tr>
<tr>
<td>already</td>
<td>previously</td>
</tr>
<tr>
<td>all ready</td>
<td>all are prepared</td>
</tr>
<tr>
<td>among</td>
<td>in association with three or more things</td>
</tr>
<tr>
<td>between</td>
<td>separates two things</td>
</tr>
<tr>
<td>anxious</td>
<td>nervous</td>
</tr>
<tr>
<td>eager</td>
<td>looking forward to</td>
</tr>
<tr>
<td>assume</td>
<td>to take as true without evidence</td>
</tr>
<tr>
<td>presume</td>
<td>to take as true for a specific reason</td>
</tr>
<tr>
<td>assure</td>
<td>to make confident</td>
</tr>
<tr>
<td>ensure</td>
<td>to make certain something happens</td>
</tr>
<tr>
<td>insure</td>
<td>to buy insurance</td>
</tr>
<tr>
<td>because</td>
<td>the reason for something</td>
</tr>
<tr>
<td>since</td>
<td>relation in time</td>
</tr>
<tr>
<td>capital</td>
<td>city</td>
</tr>
<tr>
<td>capitol</td>
<td>building</td>
</tr>
<tr>
<td>compliment</td>
<td>to praise</td>
</tr>
<tr>
<td>complement</td>
<td>to complete</td>
</tr>
<tr>
<td>complimentary</td>
<td>given free as a courtesy</td>
</tr>
<tr>
<td>complementary</td>
<td>acting as a complement; completing</td>
</tr>
<tr>
<td>continual</td>
<td>happening in steady succession</td>
</tr>
<tr>
<td>continuous</td>
<td>uninterrupted</td>
</tr>
<tr>
<td>credible</td>
<td>believable, trustworthy</td>
</tr>
<tr>
<td>creditable</td>
<td>deserving credit, praiseworthy</td>
</tr>
<tr>
<td>delusion</td>
<td>a false belief, mistaken idea</td>
</tr>
<tr>
<td>illusion</td>
<td>an unreal image</td>
</tr>
<tr>
<td>discreet</td>
<td>prudent</td>
</tr>
<tr>
<td>discrete</td>
<td>distinct</td>
</tr>
<tr>
<td>disinterested</td>
<td>impartial</td>
</tr>
<tr>
<td>uninterested</td>
<td>not interested</td>
</tr>
<tr>
<td>e.g.,</td>
<td>exempli gratia, for example (try to avoid, just write for example)</td>
</tr>
<tr>
<td>i.e.,</td>
<td>id est, that is, that is to say (try to avoid, just write that is)</td>
</tr>
<tr>
<td>emigrate</td>
<td>to leave a country for residence elsewhere</td>
</tr>
<tr>
<td>immigrate</td>
<td>to take residence in a country where one is not a native</td>
</tr>
<tr>
<td>eminent</td>
<td>distinguished or outstanding</td>
</tr>
<tr>
<td>imminent</td>
<td>about to happen</td>
</tr>
<tr>
<td>eternity</td>
<td>unending time, forever</td>
</tr>
<tr>
<td>infinity</td>
<td>unending distance or quantity</td>
</tr>
<tr>
<td>everyday</td>
<td>(adjective) normal, not out of the ordinary, occurring every day</td>
</tr>
<tr>
<td>every day</td>
<td>(refers to when something is happening)</td>
</tr>
<tr>
<td>evoke</td>
<td>bring out</td>
</tr>
<tr>
<td>invoke</td>
<td>call upon</td>
</tr>
<tr>
<td>Word</td>
<td>Definition</td>
</tr>
<tr>
<td>------</td>
<td>------------</td>
</tr>
<tr>
<td>farther</td>
<td>to extend in regard to physical distance</td>
</tr>
<tr>
<td>further</td>
<td>to extend in regard to everything but physical distance</td>
</tr>
<tr>
<td>fewer</td>
<td>quantities that can be counted</td>
</tr>
<tr>
<td>less</td>
<td>quantities that must be measured</td>
</tr>
<tr>
<td>flaunt</td>
<td>to display self boastfully, to be showy</td>
</tr>
<tr>
<td>flout</td>
<td>to treat with disregard, to insult</td>
</tr>
<tr>
<td>fortunately</td>
<td>an unforeseen good thing happening</td>
</tr>
<tr>
<td>fortuitously</td>
<td>by chance</td>
</tr>
<tr>
<td>fulsome</td>
<td>disgusting, offensive</td>
</tr>
<tr>
<td>wholesome</td>
<td>promoting well-being, improving character</td>
</tr>
<tr>
<td>function</td>
<td>operate; occupation or employment</td>
</tr>
<tr>
<td>functionality</td>
<td>contribution to the development and maintenance of a larger whole</td>
</tr>
<tr>
<td>good</td>
<td>adjective (describes something)</td>
</tr>
<tr>
<td>well</td>
<td>adverb (describes how something was done)</td>
</tr>
<tr>
<td>gourmet</td>
<td>a connoisseur in eating and drinking</td>
</tr>
<tr>
<td>gourmand</td>
<td>one who is excessively fond of eating and drinking</td>
</tr>
<tr>
<td>hanged</td>
<td>done at criminal executions (people)</td>
</tr>
<tr>
<td>hung</td>
<td>past tense of hang (objects)</td>
</tr>
<tr>
<td>healthful</td>
<td>activities that contribute to good health</td>
</tr>
<tr>
<td>healthy</td>
<td>good physical condition</td>
</tr>
<tr>
<td>affect</td>
<td>to cause change in something</td>
</tr>
<tr>
<td>impact</td>
<td>to cause change in something. <em>impact</em> should remain a noun. (A proposal can have <em>an impact</em>, but it cannot <em>impact</em> anything. The only thing that can be <em>impacted</em> is a wisdom tooth.)</td>
</tr>
<tr>
<td>incredible</td>
<td>unbelievable</td>
</tr>
<tr>
<td>incredulous</td>
<td>not believing</td>
</tr>
<tr>
<td>individual</td>
<td>use when distinguishing a person from a group or a corporation</td>
</tr>
<tr>
<td>person or someone</td>
<td>can usually be used instead of <em>individual</em></td>
</tr>
<tr>
<td>infer</td>
<td>to conclude by reasoning from something known or assumed</td>
</tr>
<tr>
<td>imply</td>
<td>hint or suggest</td>
</tr>
<tr>
<td>instinct</td>
<td>a natural, subconscious impulse to do something</td>
</tr>
<tr>
<td>intuition</td>
<td>subconscious knowledge gained through personal experience</td>
</tr>
<tr>
<td>irregardless</td>
<td><em>substandard word</em></td>
</tr>
<tr>
<td>regardless</td>
<td>without regard for objections</td>
</tr>
<tr>
<td>its</td>
<td>shows the possessive of pronoun <em>it</em></td>
</tr>
<tr>
<td>it’s</td>
<td>contraction meaning <em>it is</em></td>
</tr>
<tr>
<td>its’</td>
<td><em>no such word</em></td>
</tr>
<tr>
<td>last</td>
<td>being after all others</td>
</tr>
<tr>
<td>latter</td>
<td>being the last mentioned of two</td>
</tr>
<tr>
<td>lay</td>
<td>to place something</td>
</tr>
<tr>
<td>lie</td>
<td>to recline</td>
</tr>
<tr>
<td>libel</td>
<td>damaging public statement made in print</td>
</tr>
<tr>
<td>slander</td>
<td>damaging public statement made orally</td>
</tr>
<tr>
<td>like</td>
<td>comparison (followed by a word or phrase)</td>
</tr>
<tr>
<td>as</td>
<td>comparison (followed by a clause — subject + verb)</td>
</tr>
<tr>
<td>list</td>
<td>Don’t use <em>listing</em> as a noun where <em>list</em> will do. A phone book is a <em>list</em> of names, each of which is a <em>listing</em>.</td>
</tr>
<tr>
<td>literally</td>
<td>following the exact order of the real</td>
</tr>
<tr>
<td>figuratively</td>
<td>not in its usual/exact sense</td>
</tr>
<tr>
<td>majority</td>
<td>more than 50 percent</td>
</tr>
<tr>
<td>plurality</td>
<td>the largest groups without regard to percentage</td>
</tr>
<tr>
<td>marketing</td>
<td>all aspects of selling</td>
</tr>
<tr>
<td>merchandising</td>
<td>sales promotion and advertising; function of marketing</td>
</tr>
<tr>
<td>method</td>
<td>a way of doing something</td>
</tr>
<tr>
<td>------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>methodology</td>
<td>study, or system, of methods</td>
</tr>
<tr>
<td>(Don’t “longwordify” what would otherwise be clear.)</td>
<td></td>
</tr>
<tr>
<td>may</td>
<td>expresses permission</td>
</tr>
<tr>
<td>can</td>
<td>expresses ability</td>
</tr>
<tr>
<td>militate</td>
<td>to fight or argue</td>
</tr>
<tr>
<td>mitigate</td>
<td>to soften or moderate</td>
</tr>
<tr>
<td>nauseated</td>
<td>to be sick to one’s stomach</td>
</tr>
<tr>
<td>nauseous</td>
<td>causing nausea</td>
</tr>
<tr>
<td>notable</td>
<td>compliment to a person of distinction</td>
</tr>
<tr>
<td>notorious</td>
<td>widely known in an unfavorable manner</td>
</tr>
<tr>
<td>oral</td>
<td>spoken</td>
</tr>
<tr>
<td>verbal</td>
<td>related to words</td>
</tr>
<tr>
<td>parameters</td>
<td>a variable value that stays constant</td>
</tr>
<tr>
<td>perimeters</td>
<td>boundaries or limits</td>
</tr>
<tr>
<td>persecute</td>
<td>harass, treat unfairly</td>
</tr>
<tr>
<td>prosecute</td>
<td>take legal action through a court</td>
</tr>
<tr>
<td>perspective</td>
<td>point of view</td>
</tr>
<tr>
<td>prospective</td>
<td>probable or expected</td>
</tr>
<tr>
<td>persuade</td>
<td>to succeed in causing another to act a certain way</td>
</tr>
<tr>
<td>convince</td>
<td>to cause another to believe something</td>
</tr>
<tr>
<td>precede</td>
<td>go before</td>
</tr>
<tr>
<td>proceed</td>
<td>advance to</td>
</tr>
<tr>
<td>presumptive</td>
<td>based on a probability or an assumption</td>
</tr>
<tr>
<td>presumptuous</td>
<td>arrogant, unduly confident</td>
</tr>
<tr>
<td>principal</td>
<td>the most important, the main</td>
</tr>
<tr>
<td>principle</td>
<td>fundamental idea</td>
</tr>
<tr>
<td>raise</td>
<td>to lift something (transitive verb takes object)</td>
</tr>
<tr>
<td>rise</td>
<td>things/people which lift by themselves (intransitive verb, no object)</td>
</tr>
<tr>
<td>stationary</td>
<td>not moving</td>
</tr>
<tr>
<td>stationery</td>
<td>writing paper</td>
</tr>
<tr>
<td>take</td>
<td>carry away</td>
</tr>
<tr>
<td>bring</td>
<td>come with</td>
</tr>
<tr>
<td>their</td>
<td>possessive of pronoun they</td>
</tr>
<tr>
<td>there</td>
<td>refers to a place or expletive</td>
</tr>
<tr>
<td>they’re</td>
<td>contraction of they are</td>
</tr>
<tr>
<td>unique</td>
<td>rare or uncommon, without like or equal</td>
</tr>
<tr>
<td>unusual</td>
<td>different, not the norm</td>
</tr>
<tr>
<td>use</td>
<td>Use (as a noun and verb) is almost always better. (Don’t “longwordify” what would otherwise be clear.)</td>
</tr>
<tr>
<td>utilize, utilization, usage</td>
<td></td>
</tr>
<tr>
<td>valuable</td>
<td>of great worth</td>
</tr>
<tr>
<td>invaluable</td>
<td>priceless</td>
</tr>
<tr>
<td>which</td>
<td>refers to things (not people) and introduces nonessential material</td>
</tr>
<tr>
<td>who</td>
<td>refers to people</td>
</tr>
<tr>
<td>that</td>
<td>refers to things and introduces essential information</td>
</tr>
</tbody>
</table>
version 3/2014

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 AP Stylebook or 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
Asia-Pacific (n., adj.)
as is (no hyphen)

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
cap-and-trade
carbon-neutral
cellphone
CEO (chief executive officer; does not need to be spelled out)
Certified in Supply Management™ (CSM™)
Certified Professional in Supplier Diversity® (CPSD™)
Certified Professional in Supply Management® (CPSM®) Note: CPSM/CSM/CPSD does NOT take a ® when used after someone’s name: John Smith, CPSM.
CFO (chief financial officer; does not need to be spelled out)
chair (not –man/-woman/-person)
chat room
co-mingle

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-auction, 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)
email
deadline
deadline
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
healthcare
Historically Underutilized Business Zone (HUBZone)
home page (generic; Note: Try to use “website” instead)
hot spot
HR (human resources; does not need to be spelled out)

I
inbox
Ingoterms
industrywide (also nationwide, companywide, etc.)
Inside Supply Management® (always needs ® when spelled out)
Institute for Supply Management® (always needs ® when spelled out)
Institute for Supply Management’s® (® goes before the apostrophe and s)
Institute for Supply Management—Michigan State University Awards for Excellence in Supply Management
intermodal
ISM® (registration mark required on first, most prominent use; thereafter ISM may be used)
(Note: Reports On Business is incorrect; use “the reports” or reword)
IT (information technology; does not need to be spelled out)

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

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)

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&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

nearshore; nearshoring
non-value-added

O
OEM (for original equipment manufacturer; does not need to be spelled out)
offshore; offshoring
onboard [adj.]; on-board [adv.]
on-site and off-site

p-card
padfolio
pipeline
PO (for purchase order; does not need to be spelled out)
pretest
price/cost analysis
proactive

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)
R. Gene Richter Scholarship Program
ROI (return on investment; does not need to be spelled out)
roadmap
roll-out (n.)

SCM (supply chain management; does not need to be spelled out)
single sourcing
Six Sigma
skill set
SOX (unless referring to the full name of the act; then use Sarbanes-Oxley Act)
spend [n., as in, the company’s annual spend, business spend]
statement of work (SOW)
stockout [n.]
stock out [v.]

takeaway [adj.]
tier one [n.]; tier-one [adj.]
time line
third-party logistics (3PL)
third-party network (… services, etc.)
thought-leadership
time frame
toolkit
top line
Total Quality Management (TQM)
trade-off
two-bin system
turnkey

U
upfront
up-to-date
U.S. [adj.] – but spell out United States when used as a proper noun
username

V
value-add
versus (not vs.)
videocast

W
waybill
web *(this differs from AP style)*
web seminar (not webinar)
website *(preferred over home page)*
white paper
widescale
workday
workflow
workforce
work/life balance
worklife
workstream
worldwide

X Y Z
XML *(for extensible markup language; does not need to be spelled out)*
<table>
<thead>
<tr>
<th>Marginal Marks</th>
<th>Example</th>
<th>Marginal Marks</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delete; take out</td>
<td>Delete this. Take that out</td>
<td>Lowercase capital letter</td>
<td>Do not use.</td>
</tr>
<tr>
<td>Insert</td>
<td>Use a caret and write in margin.</td>
<td>Capitalize lowercase letter</td>
<td>Williston, North Dakota</td>
</tr>
<tr>
<td>Insert a question mark</td>
<td>Use a caret.</td>
<td>Set in small capitals</td>
<td>Small capital letters.</td>
</tr>
<tr>
<td>Insert a colon</td>
<td>Use a caret and circle. As follows</td>
<td>Set in roman letters</td>
<td>Draw a box around roman letters.</td>
</tr>
<tr>
<td>Insert an exclamation mark</td>
<td>Use a caret in text. Write in margin. No!</td>
<td>Use boldface</td>
<td>Draw a wavy line under boldface letters.</td>
</tr>
<tr>
<td>Insert an apostrophe</td>
<td>Proofreaders' marks. Insert it in margin.</td>
<td>Use italic</td>
<td>Draw a line under italic letters.</td>
</tr>
<tr>
<td>Insert a semicolon</td>
<td>Use a caret in text. Write in margin.</td>
<td>Use italic</td>
<td>Draw box around wrong type. Write w.t in margin.</td>
</tr>
<tr>
<td>Insert a hyphen</td>
<td>Checkout. Show two parallel lines in margin.</td>
<td></td>
<td>Use caution in drawing angles.</td>
</tr>
<tr>
<td>Delete space; close up</td>
<td>Clockwise</td>
<td>Move copy to left</td>
<td>The word “the” will be moved left to the vertical line.</td>
</tr>
<tr>
<td>Delete and close up</td>
<td>Clockwise</td>
<td>Move copy to right</td>
<td>The word “the” will be moved right to the vertical line.</td>
</tr>
<tr>
<td>Insert en dash</td>
<td>Clockwise</td>
<td></td>
<td>Moves text center.</td>
</tr>
<tr>
<td>Insert an em dash</td>
<td>Clockwise</td>
<td></td>
<td>Use the symbol with a caret. This sentence will then begin a new paragraph.</td>
</tr>
<tr>
<td>Insert a comma</td>
<td>Use a caret in text. Write in margin.</td>
<td></td>
<td>Use a line. Connect the sentences.</td>
</tr>
<tr>
<td>Insert a period</td>
<td>Use a caret in text. Draw a circle around period in margin.</td>
<td></td>
<td>32°F.</td>
</tr>
<tr>
<td>Insert quotation marks</td>
<td>He said, I will not.</td>
<td></td>
<td>H₂O.</td>
</tr>
<tr>
<td>Insert brackets</td>
<td>The result: H₂O.</td>
<td></td>
<td>Circle letter.</td>
</tr>
<tr>
<td>Insert parentheses</td>
<td>The result: H₂O.</td>
<td></td>
<td>This indicates an indentation of three ems.</td>
</tr>
<tr>
<td>Set; let it stand</td>
<td>Do not make correction. Place dots under crosses-out word.</td>
<td></td>
<td>Line one, Line two.</td>
</tr>
<tr>
<td>Insert space</td>
<td>For better reading</td>
<td></td>
<td>Move to read in the correct sequence of a word, phrase, or sentence.</td>
</tr>
<tr>
<td>Equalize spacing between words</td>
<td>Too many spaces are not good.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insert hair space</td>
<td>For better reading</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spell out</td>
<td>The U.S. government</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transpose</td>
<td>Written in order reverse.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Align text or columnar matter</td>
<td>43879  76120  34827</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>