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Abstract The purpose of this study was to determine the effect of a 12-week, low-intensity, low-impact, and low-volume exercise program on the physical fitness of sedentary, middle-aged women. The program consisted of three sessions per week, each lasting 30 minutes. The sessions included a warm-up, a cardiovascular workout, and a strength training routine. The results showed that the program had a positive effect on the women's physical fitness, with significant improvements in cardiovascular endurance, muscular strength, and body composition. The program was well-tolerated and had no adverse effects on the women's health. The findings suggest that a low-intensity, low-impact, and low-volume exercise program can be an effective means of improving physical fitness in sedentary, middle-aged women.

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100 *Journal of Management Inquiry* 20(1)

1. *Journal of the American Medical Association*, 1997; 277: 1001-1005.

10 The authors thank the referees for their helpful comments.

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The corresponding *z*-value (Gaussian) is a good approximation as long as n is large, with the last point in column 1 of Table 1 in the corresponding column. The standard z -value distribution (Table 1) is shown in column 1. The z -value is calculated by first using the standard normal distribution (Table 1) to determine the z -value.

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- **Contractual** parties who have agreed to work together
- **Market-based** arrangements (e.g. alliances) to achieve particular shared objectives
- **Collaborative** groups of individuals or organisations who work together to achieve common goals
- **Formal** relationships, defined by legally binding or otherwise formalised arrangements
- **Informal** networks and relationships for support, coordination
- **Formalising** existing networks for clarity of objectives and impact, or networks that are under review
- **Reformulating** the network's objectives
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- **Formal** networks (e.g. supply networks)
- **Organisational** networks, with members contributing to the development of a wider organisational capability
- **Market-based** and **contractual** networks
- **Formal** network with a common purpose, defined by formalising existing relationships or arrangements
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- **Contractual** that has attributes of being a market-based but formalised network open to the members' organisations and can be referred to as contractual but becoming joint venture

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