



*"We help you
understand your
management world"*

CONCISE DICTIONARY _____of_____ MANAGEMENT TERMS



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Preface

By successfully managing our multilingual terminology, not only we are protecting our organization's global brand Identity, we are also creating a foundation for consistent communication and knowledge sharing throughout our organization. With every content creator and translator using the right term, organizations can achieve remarkable improvements in brand consistency and content quality.

Considering the needs of the organization for having a successful multilingual terminology, I have compiled this glossary of business and management terms from (General Management, HR, Marketing, Research Methodizes, Organization Behavior and Public Administration) Some of these terms can have different meanings in situations outside of business and management, and some can even have different meanings in different areas of business. Generally this glossary lists the most common uses and meanings and it may be helpful and resource material for those pursuing the business school or fellowship programs.

If you hear or read a term which does not make sense according to the definition in this glossary, check elsewhere or ask the person what he/she meant. People do not always use terminology correctly, which means it's very important to seek clarification when you hear a strange term.

Hope this publication would meet most of Management Student & officer who look for such glossary that meet their demand in day to day functions and add information.

Regards

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A

Absenteeism	Any failure of an employee to report for or to remain at work as scheduled, regardless of reason
Absolute Rating Systems	Rating formats that evaluate each employee in terms of performance standards, without reference to other employees
Acceptance Sample	An operation management monitoring tool in which a sample of materials or products is measured against a benchmark
Action Learning	A process in which participants learn through experience and application A training techniques by which management trainees are allowed to work full time analyzing and solving problems in other departments
Acting Listening	Listening in which five things are done well: taking time to listen, communicating verbally and nonverbally, not interrupting or arguing, watching for verbal and nonverbal cues, and summarizing what was said and what was agreed to
Action Programs	Programs, including the activities of recruitment, selection, performance appraisal, training, and transfer that help organization adapt to change in their environment
Adaptability screening	A process that aims to assess the assignee's (and spouse's) probable success in handling a foreign transfer
ADEA	Age Discrimination in Employment Act of 1967 (ADEA) The act prohibiting arbitrary age discrimination and specifically protecting individuals over 40 year old
Administration	the systematized ordering of affairs and the calculated use of resources, aimed at making those things happen which we want to happen and simultaneously preventing developments that fail to square with our industries, generally the word administer means to serve to manage the affairs of the people
Administrative Control	while the administration is supposed to enforcement the government polices ad implement its programmes for the welfare and development of the state subjects a need arise to monitor and keep a check on the public administration
Administrative Management	The management approach that examines an organization from the perspective of the managers and executives responsible for coordinating the activities of diverse groups and units across the entire organization
Adverse Impact	The overall impact of employer practices that result in significantly higher percentage of members of minorities and other protected groups being rejected for employment, placement, or promotion
Alternative staffing	The use of non-traditional recruitment sources
Annual Bonus	Plans that are designed to motivate short-term performance of managers and are tied to company profitability
Application Form	The form that provides information on education, prior work, record, and skills
Applicant Group	Individuals who are eligible for and interested in selection or promotion
Arbitrator	A third party to a negotiation who has the authority to dictate an agreement
Appraisal interview	An interview in which the supervisor and subordinate review the appraisal and make plans to remedy deficiencies and reinforce strengths
Apprenticeship Training	A structure process by which people become skilled workers through a combination of class room instructions and on-the job training
Arbitration	The most definitive type of third-party intervention, in which the arbitrator usually has the power to determine and dictate the settlement terms
At risk variable pay plans	Plans that put some portion of the employee's weekly pay a risk, subject to the firm's meeting its financial goals
Assessment Method	A process that evaluates a candidates potential for management on the basis of multiple assessment techniques, standardized methods of making inference from such techniques, and pooled judgements from multiple assessors
Attaché	most junior diplomatic ranks, not to be confused with military attaché, or special attaché

B

Baby-boom generation	People born between 1946 and 1964, currently 55 percent of the workforce, who believe that the
Bar chart	A chart that compares different groups of data to each other through the use of bars that represent each group. Bar charts can be simple, in which each group of data consists of a single type of data, or grouped or stacked, in which the groups of data are broken down into internal categories
Bargaining unit	The group of employees the union will be authorized to represent
BARS	Behaviorally Anchored Rating Scale (BARS) An appraisal method that aims at combining the benefits of narrative critical incidents and quantified ratings by anchoring a quantified scale with specific narrative examples of good and poor performance
Base Compensation	The fixed amount of money the employee expects to receive in a pay Check weekly or monthly or as an hourly wage
Behaviour Modeling	A training techniques in which trainees are first shown good management techniques in a film are asked to play roles in a simulated situation, and are then given feedback and praise by their supervisor
Behavioural Interview	A series of job-related questions that focus on how they reacted to actual situations in the past
Benchmarking	A technique that involves comparing one's own processes to excellent examples of Similar Processes in other organizations or departments. Through benchmarking, rapid learning can occur, and processes can undergo dramatic improvements
Benchmarking	A strategic management approach that assess capabilities by comparing the firms, activities or functions with those of other firms
Benchmark Jobs	Jobs that are characterized by stable tasks and stable job specifications also known as key jobs A job that is used to anchor the employer's pay scale and around which other jobs are arranged in order of relative worth
Benefits	A compensation component that accounts for almost 40 percent of the typical total compensation package and includes health insurance, pension plans, unemployment insurance, vacations, sick leave and the like
Bias	The tendency to allow individual differences such as age, race, and sex to affect the appraisal ratings employee receive
BFOQ	Bond Fide Occupational Qualification (BFOQ) Requirement that an employee be of a certain religion, sex, or national origin where that is reasonably necessary to the organization's normal operation. Specified by the 1964 Civil Right Act
Bottom-Up-Change	organizational change that originates with employees
Boycott	The combined refusal by employees and other interested parties to buy or use the employer's product
Brand	A name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers. The legal term for brand is trademark. A brand may identify one item, a family of items, or all items of that seller. If used for the firm as a whole, the preferred term is trade name. See also: advertised brand, brand extension, brand generic, brand image, brand name, brand personality, branded merchandise, branding, individual, branding, line family, competitive brands, distributor's brand, family brand, Fighting brand, flanker
Brand Manager	A management role that coordinates the on-going activities of marketing branded consumer products
Broad Banding	Consolidating salary grades and ranges into just a few wide levels or bands each of which contains a relatively wide range of jobs and salary levels.
Brainstorming	A technique to generate creative ideas for solving problems by reducing critical and judgement reactions to ideas from group members. (B) A group method of problem solving,

C

Capacity	The firm's ability to produce the product during a given period
Career	A sequence of positions occupied by a person during the course of a lifetime: also known as one's Objectives career
Career Anchors	The occupational positions a person has had over many years Pivots around which a person's career swings; require self-awareness of talents and abilities, motives and needs, and attitudes and values. A concern or value that you will not give up if a {career} choice has to be made
Career Cycle	The various stages a person's career goes through.
Career Development	The lifelong series of activities that contribute to a person's career exploration, establishment, success, and fulfilment
Career Management	The process for enabling employees to better understand and develop their career skills and interests most effectively
Career Paths	Logical and possible sequences of positions that could be held in an organization, based on an analysis of what people actually do in the organization
Career Planning	A support mechanism to help employees plan out their long-term goals The deliberate process through which a person becomes aware of personal career related attributes and the lifelong series of steps that contribute to his or her career fulfillments
Case study method	a development method in which the manager is presented with a written description of an organizational problem to diagnose and solve
Centralization	in any organization concentration of authority and power in the hands of top-management is referred to as centralization. (b) The location of decision authority at the top of the organization hierarch. (C) This term describes the concentration of government and political authority in the capital city and at the national level, as opposed to the sharing of powers and responsibilities between national, local authorities
Chain of Command	The superior –subordinate authority relationship that starts at the top of the organization hierarchy and extends to the lowest levels. (b) The unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who report to whom
Change agents	People who act as catalysts and assume responsibility for management change
Charisma	Charisma was used by Weber to describe one of three principal types of political authority. To Weber charisma was a personal quality of attraction and psychological power, capable of inspiring deep political loyalty in large numbers of people
Charismatic Leader	a term from Max Weber which is used to describe a politician To whom more than natural qualities of leadership are attributed by his followers. Weber identifies charisma as one of three main justifications of political authority. The other bases on which people accept the legitimacy of authority over them has been legality and tradition
Charismatic Leader	A leader who can engender a strong emotional attachment from followers; charisma is associated with admiration, trust and a willingness to believe what the leader say
Charter	Another name for a local constitution; the organic law of local government. It is either drawn by the legislature, or under the authority of home rule
Civil Law	The legal system that relies on a comprehensive set of rules that form part of a highly structured code; enforcement and interpretation of laws are made in reference to this code
Civil Service	It comprises all the persons employed by government in a civil as contrasted with a military capacity. It is synonymous with bureaucracy
Civil Service, Recruitment	The first country to develop a science system of recruitment for civil servants was china. In modern times Prussia was the first introduce a system of recruitment for civil servants gradually replacing the patronage system prevalent in USA. The spoil system was replaced by the merit, principles by civil service act of 1853
Communication	A process that involves the transmission of meaningful information forms one party to another through the use of shared symbols
Communication Channel	Influences the quantity and quality of information that is conveyed to the receiver. Channels of communication include face to- face conversation group meetings, memos,

Common Law	policy manuals email, voice mail The legal system in which precedents based on past court decisions play a key role in interpreting the meaning and intent of legal statutes
Conciliator	A trusted third party who provides an informal communication link between the negotiator and opponent
Conceptual Skills	The mental ability to analyze and diagnose complex situation
Confrontation Strategy	One mean a firm may use to deal with a stakeholder group whose goals are perceived to threaten company performance; the firm may use the courts, engage n public relations, or lobby against legislation
Contingency theory	The management theory that there is no “best way” to manage and organize an organization because situational characteristic, called contingencies, differ also, the view that no HR strategy is good or bad in and of itself but rather depends on the situation or context in which it used
Controlling	The management function that measures performance, compares it to objectives, implements necessary changes, and monitors progress. (b) Monitoring activities to ensure they are being accomplished
Control Chart	graph of data used to determine when a result should be explored as a <u>special cause</u>. Developed by Dr. Shewart in the 1920's while he worked at Bell Labs. A control chart has lower control limit and upper control limit and a mean line. Dr. Stewart developed the control chart to aid in effective exploration and improvement. Often the regular variation (<u>common cause variation</u>) of a process is taken as something special to be examined which wastes time. In addition, if action is then taken based on this exploration, the effects of tampering often exacerbate problems. Using control charts the only time special because analysis is used is when the result was above the upper control limit or below the lower control limit. While this is generally true there are other practices to explore when the data shows odd traits (such as 7 points on one side of the mean). Types of Control Charts: ❖ X-chart: used with variable data ❖ p-chart: used with percentage data (binomial) ❖ u-chart: used with defect count data ❖ c-chart: used with count data
Cooperative behavior	Team behavior that is manifested in member’s willingness to share information and help others
Cooperative strategies	Establishing partnership or strategic alliances with other firms
Coordination	Linking activities so that diverse departments or divisions work in harmony and learn from each other
Core beliefs	A firm’s principles that are widely shared, that operate unconsciously, and that are considered non negotiable
Core Competency	Those things that define what is special about an organization, what sets it apart from other organizations, Competencies are those things the company or organization does well. Core competencies are those things that are fundamental to the organization. Without those core competencies the organization would not be the same organization. Core competencies of organization provide the organization a competitive advantage in the marketplace. For example, Dell's efficient, just in time manufacturing system is an core competency that provides Dell a competitive advantage in the marketplace. Some define core competencies as "world class." That definition would mean many organizations have no core competencies. That seems to limit the usefulness of the concept. Some management consultants suggest organizations focus exclusively on their core competencies; and outsource other functions to other organizations. I can't say I agree with that - as a rule. Often an organization is better off performing functions internally rather than outsourcing them even if the function is not a core competency

Corporate level strategy	The corporation's overall plan concerning the number of businesses the corporation holds, the variety of markets or industries it serves, the distribution of resources among those businesses
Creativity	The ability to produce novel and useful ideas
Cultural shock	The reaction when exposed to other cultural (social structure, religion, language, and historical background) with different norms, customs, and expectation
Cultural Symbols	The acts, events or objects that communicate organizational values, used by management to convey and sustain shared meaning among employees
D	
Damage control strategy	A means a firm uses to deal with a stakeholder group when it decides that it may have made mistakes and wants to improve its relationship with the stakeholders and to elevate its public image
Data	Raw facts, such as the number of items sold or the number of hours worked in a department
Data base	computer programs that assign multiple characteristic to data and allow users to sort the data by characteristic
Data mining	the process of determine the relevant factors in the accumulated data to extract the data that are important to the user
Decentralization	Delegation of authority and duties is usually referred to as decentralization in which set up the organization is divided different sections and departments in order to help the organization grow scientifically and with a purpose of direction leading to harmony in relations and healthy atmosphere which generally is absent in centralized system of organization
Decision acceptance	The aspect of decision making that is based on people's feeling's decision acceptance happens when people who are affected by a decision like it
Decision making	The process of identifying problems and opportunities and resolving them. (b) Refers to process of identifying problems for decision, devising alternative courses of action, and choosing one alternative. It is distinguished from problem-solving by (a) requirement that problems be sought rather than given, (b) alternative formulated rather than given. Sometimes distinguished from policy-making by (a) presence of sanctions to compel compliance with the decision and (b) including not only policy-making in governmental or political organizations, but all kinds of decisional affair
Decision quality	The aspect of decision making that is based on such facts as cost, revenues, and product design specifications
Decision scope	The effect and time horizon of the decision
Decoding	Translating the symbolic verbal, written or visual symbols into an undistorted, clear message
Decline stage	Period where many people face having to accept reduced levels of power and responsibility, and must learn to develop new roles as mentors or confidantes for younger people
Deferred profit-sharing plan	A plan in which a certain amount of profits is credited to each employee's account, payable at retirement, termination or death.
Dejobbing	Broadening the responsibilities of the company's jobs, and encouraging employees not to limit themselves to what's on their job descriptions
Delegation	The transfer of decision making authority from a manger to a subordinate or a team at a lower level in the organization
Delegation of power	transfer of powers, originally vested in one branch of the government, to another
Delphi technique	A decision-making technique in which group members are presented with a problem and

	complete an anonymous questionnaire soliciting, solution the result are tabulated, summarized and returned to the group members, and in each is asked again for solutions, the process continues until a consensus decision is reached
Departmentalization	The horizontal basis for organizing jobs into units in an organization
Development phase	A career development steps in which actions are designed to help the employee grow and learn the necessary skills to move along the desired career path
Differentiation strategy	Delivering products and services that customers perceive as unique
Direction phase	the step in career development that involves determining the steps employees must take to reach their career goals
Discrimination	The unfair treatment of employees because of personal characteristics that are not job related
Dismissal	Involuntary termination of an employee's employment with the firm.
Disparate treatment	A form of discrimination that occurs when an employer treats employees differently because of his or her protected class status
Diversification strategy	A firm's strategic plan to create and manage a mix of businesses owned by the firm
Diversity	The wide spectrum of individual and group differences
Divestiture	The corporate process of selling a business in order to generate cash, which the corporation can better deploy elsewhere, or to refocus on its core related businesses, which are better, understood by management
Divisional approach	a departmentalization approach, sometimes called the product approach, which organizes employees into units based on common products, services, or markets
Division of labor	the production process in which each worker repeats one step over and over, achieving greater, efficiencies in the use of time and knowledge, also the formal assignment of authority and responsibility to job holders
Dominating style	conflict resolution used when the manager or team member acts assertively and forcefully and persuades the other party to abandon his or her objectives
Downsizing	A management strategy used to reduce the scale and scope of a business to improve its financial performance
	The process of reducing, usually dramatically, the number of people employed by a firm
Downward Communication	sending a message or interaction from a high position in the organization (ex. instruction from Management to his/her subordinate) to an individual or group lower in the hierarchy
Dysfunctional conflict	conflict that has a negative effect on team and organizational performance
360 Degree feedback	multilayer feedback from peers, suppliers, other levels of management, and internal and external customers

E

E-business	The process of conducting business transaction using online resources, also called e-commerce
E-commerce	Any business transaction executed electronically by companies or consumers. (Electronic mail)
Emotional intelligence	the attributes of self-awareness, impulse control, persistence confidence, self-motivation empathy, social deftness, trustworthiness, adaptability and a talent for collaboration
Empirical validity	Statistical evidence that the selection method distinguishes between higher and lower performing employees
Empowering Employee Empowerment	Putting employees in charge of what to do the process of transferring control of individual work behavior from the supervisor to the employee
Encounter stage	the stage of socialization at which the individual begins to compare expectations about the firm's cultural with reality
Entrepreneur	an individual who creates an enterprise that becomes a new entry to a market
Entrepreneurship	the process of creating a business enterprise capable of entering new or established markets by deploying resources and people in a unique way to develop a new organization
Enterprise resource planning, (ERP) software	a computer program that combines all of a firm's computerized functions into a single integrated software program that runs off a single database, allowing various departments to easily share information and communicate with each other
Environment	those instructions or forces outside the organization that potentially affect the organization performance
Equity Financing	a means of obtaining financial resources that involves the sale of part the ownership of the business to investors
Ethical Policy statement	firm formal guidelines that provides specific formula for employee's ethical conduct
Ethical structure	the procedures and the division or department within a company that promotes and advocates ethical behavior
Ethic training	a means of providing employees and managers practice in handing ethical dilemmas that they are likely to experience
Ethnocentrism	A believe that may become prevalent among majority –group employees meaning that they believe that their way of doing, things their values and their norms are inherently superior to those of other groups and cultures
Evaluation	the organization reexamination of whether training is providing the expected benefits and meeting the identified needs
Executive	Refers to one of the three basic powers of the state, assumed by parts of classis political science to engage in implementing the will of the legislature. it includes a political apex, such as the president in the USA and the cabinet in Great Britain and India and the civil service subordinated to it. Modern political science recognized the essential policy-forming functions of both parts of the executive which are constantly increasing in most contemporary states
Exit Interview	interviews conducted by the employer immediately prior to the employee leaving the firm with the aim of better understanding what the employee thinks about the company
Expatriates	non-citizen of the country in which they are working
Expert power	power delivering from the leader's unique knowledge or skills
Expert system	an advanced information that uses human knowledge captured in a computer to solve problems that normally require human expertise
External locus of control	causing feelings of helplessness and decreasing intensity of goal-seeking efforts in the face of failure

F

Face-to-face group	A term used in social psychology, particularly in group dynamics. It describes a small group of people in close enough physical proximity for each person in the group to interact directly with each of the others
Facilities	the design and location of an operation facility
Facilities layout	the grouping and organization of equipment and employees
Facilities layout design	the physical arrangement for the facility that will allow for efficient production
Facts	bits of information that can be objectively measured or described, such as the retail price of a new product, the cost of raw material, the defect rate of manufacturing process, or the number of employees who quit during a year
Fear of failure	A fear that is aroused when someone feels pressured to achieve something. It is particularly prevalent in people with a high need for achievement
Fear of success	mainly used to describe a motive in some women to avoid doing, well and achieving success
Feedback	information received back from the receiver, which allows the sender to clarify the message if its true meaning is not received.(b) the degree to which carry out the work activities required by a job results in the individual obtaining direct and clear information about the effectiveness of his/her performance
Field research	an important part of market research, it involves the collection of data about products or advertising from actual or potential customers, usually by means of interview or questionnaire
Financial year	the twelve months chosen by an organization as its accounting period
Firewall	a combination of computer hardware and software that controls access to and transmission of data and information contained in a network
First-line supervisor	The supervisor responsible for the management of production workers on the shop floor. The term refers to anyone at the level above charge hand and it's most often synonymous with the term foreman
Flat organization	an organization with relatively few levels in its hierarchy
Flexible time	under flexible working hours flexible time refers to those periods during which an employee may choose whether to be at work or not, in contrast to core time where attendance is mandatory
Flexible working hours	a method of organizing working hours which has no fixed starting or finishing times and which allows people some attitude in deciding when they will work
Flow chart	a diagram showing all the parts of a system or the stages in a process and the interrelationships between them
Formal Communication	communication between people through the official channels of an organization, following the official procedure
Formal Group	a group set up by the management of an organization with a written mandate and a well-defined purpose
Formalization	the degree to which written documentation is used to direct and control employees
Formal Organization	The outward face of an organization as exhibited in its broucher, annual report rule, book organization chart and so forth. It represents the official structure of the organization and the way it is supposed to function
Formal planning	a system designed to deliberately identify objectives and to structure the major task of the organization to accomplish them
Forman	a first-line supervisor responsible for a group of workers on the shop floor
Franchising	A means of entering new markets similar of licensing, mainly used by service companies, in which the franchise pays a fee for using the brand name and agrees to strictly follow the standards and abide by the rules set by the franchise
Fringe benefit	a reward beyond the basic pay for the job, examples can range from subsidized meals and travel to pension, holidays and sickness benefits
Functional Analysis	A strategic management approach that establish organizational capabilities for each of the major functional areas of the business
Functional Authority	the authority that is associated with a particular job
	Conflict that stimulates team and organizational performance

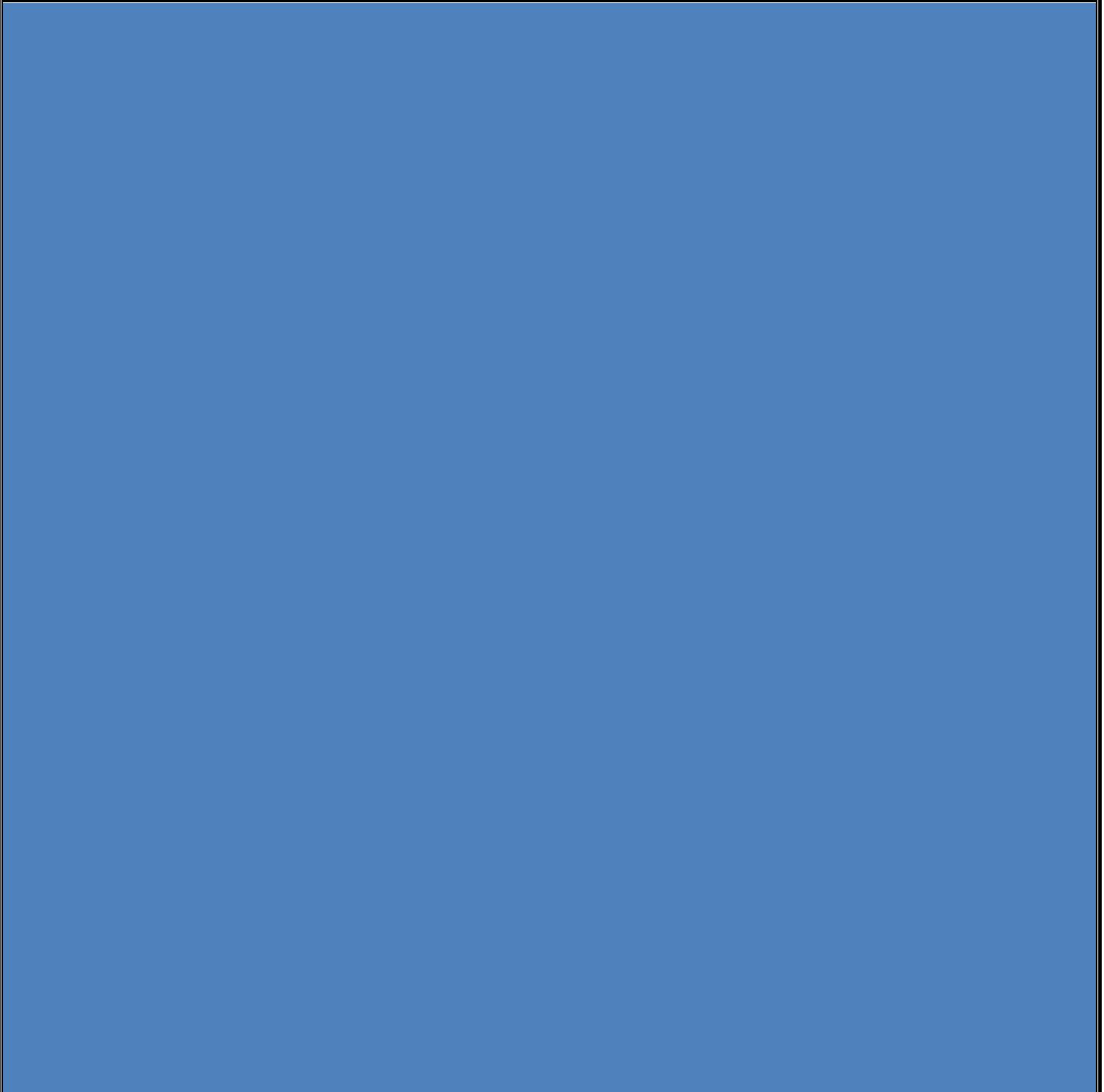
G

Gantt charts	a visual sequence of the process steps used in planning, scheduling, and monitoring production
General Manager	The manager responsible for the whole range of administration in an organization and not just a specific function
Global shift	a term used to characterize the effects of changes in the competitive landscape prompted by worldwide competition
Golden Handcuffs	A financial inducement to an employee to stay, so favorable that he or she would find it difficult to leave the organization
Golden Handshake	a relatively large sum of money given in the forms of severance pay for a departure that is usually ahead of normal retirement or the end of a contract
Go-Slow	A form of industrial action, short of a strike, where workers do not withdraw their labor but slow down the rate at which the work is done instead, by meticulously following the rule book
Grade	refers to a term which is used in public personnel administration to designate a group of position classes, no matter how differently the work they represent, that are compensated within the same salary range
Grievance procedure	in industrial relations this is a series of arrangement for settling grievances that employees have against their employers, either directly or between their management and trade union representatives
Group	A number of individual who are viewed, or who view themselves as a collectivity. (b) Two or more individual's interacting and interdependent who have come to gather to achieve particular objectives
Group dynamics	in social psychology this term refers to the study of the way people behave in a group, especially a small face-to face group
Grouping	in statistic this is the process of combining individual scores into categories of putting them in rank order
Group Mind	a hypothetical entity (see hypothesis) sometimes given mystical qualities which has been suggested as the agency for crowds acting in unison
Group Norm	Behavior expected of all the members of a group, in a work group the Hawthorne studies discovered that this can mean an individual keeping to the same level of productivity as the other group members
Group Process	A term used to describe the interactions within a group and the changes that occur over time in the relationships between its members
Group selection methods	Techniques of selection which aim to assess the ability of individuals to work with other people in a group. They usually involve the observation of a group of candidates in a discussion or a problem solving situation
Group Structure	The way in which a group is designed and organized. It forms the framework for the group process and for the performance of the group's task
Groupthink	George Orwell's term for the totalitarian imposition of authorized thoughts on all the members of a society. The term has been introduced into social psychology by the American scientist Irving Janis, where it is sometimes used to describe the way that members of a very cohesive group can become so describe the way that members of a very cohesive group can become so preoccupied with maintaining a group consensus of thought that their critical faculties become dulled
Group training methods	These are training techniques which use the properties of a group to help individual members learn. The point of the training may be to have the members learn from each other's expertise in tackling a particular problem together, or the point of the group might be the group process itself from which the members would be encouraged to learn about themselves and how they are perceived by other, a well as about group behavior in general
Group Working	an attempt to increase job satisfaction (as well as productivity) especially among assembly-line worker, by forming individual into a coherent work group and allowing them more autonomy over, and responsibility for their work than they would have as a series of individual. This process often involves job restructuring of individual jobs

H

Habit	A learned response to a given situation which occurs in such a regular fashion that it appears to be virtually automatic. Thus it may at times be mistaken for innate behavior and considered an instinct
Hacking	the unauthorized breaking-in-to the data base of a computer
Hall Test	in market research this is the technique of asking people their opinions of the advertising, packaging and presentation of a product
Handbook	A book of instructions on how to operate some machine or procedure. In a more academic sense it is used of a survey of a particular field that is intended to be authoritative and comprehensive
Hard copy	a copy on paper, often in the form of print-out of data stored electronically in a computer or word processor
Hard currency	a national currency used in international trade because it has a stable or rising exchange rate and is generally accepted as being easily convertible, e.g American dollar or Afghanistan Afghani
Hard sell	a colloquial term for the aggressive advertising, marketing, promotion and selling of a product
Hardware	the physical components of electronic and mechanical equipment that make up a computer, e.g. the disk drives, keyboard, printer, screen, etc
Hawthorne effect	The finding that paying special attention to employees motivates them to put greater effort into their jobs (from the Hawthorne management studies, performed from 1924 through 1932 at western electric company's plant near Chicago).
Health and safety at work	an area of work subject to a great deal of detailed legislation in most industrialized countries because of the importance of labor to productivity
Heavy Industry	term applied to traditional industries like steelmaking, coalmining and shipbuilding which were the basis of western industrialization in the nineteenth century and have always required heavy physical labor
Hedonism	in psychology this refers to the idea that all of our behavior stems from the motivation to pursue pleasure and avoid pain; in philosophy the doctrine that it is our ethical duty to do so
Heuristic	an idea or method of teaching that stimulates further thinking and discovery
Hidden Agenda	Thing which are not listed on the formal agenda of a meeting but which influence the meeting nonetheless. There may be unspoken-or even unconscious- attitudes that individual hold on the subjects under discussion or they may form a quite conscious attempt at manipulating the meeting on behalf of the hidden agenda of an individual or group interest
Hierarchical task analysis	a form of task analysis used in assessing training needs which describe a task in terms of a hierarchy of the operation necessary for its performance
Hierarchy	Any organization structure containing different levels of authority and often responsibility. (2) Any arrangement of things in succeeding levels each one includes all preceding levels
Hierarchy of Needs	a theory of motivation proposed by the American psychologist ABRAHAM MASLOW in the 1940s. He suggested there were five distinct levels of human need arranged in a hierarchy, starting with the basic physiological needs for food and shelter. As one level of need is satisfied another is reached
Histogram	in statistics this is a form of Bar Chart on which a frequency distribution can be represented graphically
Horizontal communication	Communication between people at the same level of the hierarchy in an organization. Compare with downward communication and upward communication. 2. Communication between a sender and a receiver at a similar level in the organization
Horizontal dimension	the organizational structure element that is the basis for dividing work into specific jobs and tasks and assigning jobs into units such as department or teams
Human asset accounting	an attempt to measure the value to an organization of its human resources by treating them as assets as well as costs to the organization and assessing, for example Recruitment and Training policies and funding in this light

Human Capital	the part of an organization's capital represented by the ability, experience and skills of its work-force
Human Communication	The process of communication between people. A relatively new field of study involving contributions from computer science, linguistic logic, psychology and social science
Human Relation approach	A management approach that views the relationships between employees and supervisors as the most salient aspect of management
Human Resources	All the people who work for an organization in a capacity
Human Resource Management	The responsibility of making the best use of an organization's employees. One of the major functions of personnel management
Human Resource tactics	the implementation of human resources programs to achieve the firm's vision
Human skills	The ability to work with, understand and motivate other people, both individually and in group



Identification	In general terms recognizing the identity or nature of someone or something. In Psychoanalysis it refers to the phenomenon of emulating the behavior of a person with whom one has a powerful emotional bond
Identity	Having essentially unchanging characteristic. The basis unit of a personality, especially the self-image
Implementation guidelines	The planning step that show how the intended actions will be carried out
Incentive	in psychology this is the basis of motivation and can refer to any kind of reward or inducement, in an organization, especially a business organization the term is most often applied to financial rewards, although promotion and enhanced status may also be used
Increment	In personnel management this is a regular and usually automatic, increase in a scale of pay. ² In ergonomics it may refer to an increase in a stimulus from the environment of a standard amount
Individualism	the degree to which a society values personal goal, autonomy and privacy over group loyalty, commitment to group norms, involvement in collective activities, social cohesiveness an intense socialization, ethical decisions based on individualism promote individual self- interest as long as it does not harm others
Induction	The process of introducing new members into an organization. The aims of induction are to provide them with an overview of the whole organization and their place in it, and to give them a taste of the organizational cultural and the nature of the psychological contract they will be making
Industrial action	Any form of collective action taken by the employees of an organization-usually organized by a trade union-most often to do with pay or conditions of employment. Action taken may include a go-slow strike or work to rule
Industrial relations	This term is now used to describe the web of relationships that exists between employees or their trade UNION representatives, Management, and government. Its usage is therefore much broader than its original industrial or manufacturing context and extends to issues and procedure concerning employment in any work environment
Industrial Training	in personnel management this term usually refers to the training of new workers in a particular industry or sector of the economy at all levels of ability and skills
Inferiority Complex	according to the Viennese Psychoanalyst, Alfred Adler, this is an unconscious condition where an individual feels inadequate and resentful, often because of some physical feature regarded as a defect
Informal Group	unlike a formal group an informal group is not set up by management of an organization but arises spontaneously in the workforce
Information	data that have been gathered and converted into a meaningful context
Information Communication	communication between people through the grapevine of an organization
Information management	this is concerned with applying information technology to the flow of information in an organization with the intention of ordering it in the best way to achieve organizational goals
Information processing	A key term in the study of cognition which is used to denote what happens mentally between stimulates and the response to, it including Perception. Memory, thinking decision-making and problem-solving
Information richness	the potential information carrying capacity of data
Information Technology	A relatively new field that combines the technology of the computer with that of communication. it is concerned with the gathering, recording, storage, processing and dissemination of information and represents the latest form of Man-Machine interface etc
Infrastructure	the network of essential services supporting a modern society that has undergone the process of industrialization
Innovation	The development of something new. It is most often applied to the introduction of new goods and services to the market, particularly those incorporating some advance in technology
Input-output analysis	this is a set of statistics used in a general sense in economics and more specifically in marketing and market research, in which patterns of buying and selling between industries

	or sector of an economy are analyzed to study changes in their trading relationship over a given period of time
In-service training	the training of staff by the organization they work for in order to enhance their value to the organization
Institution	in social science this term refers to a social, cultural economic or political arrangement that may be of greater or lesser important to people's lives- like the family or the monarchy- but which usually endures over time and reflects some basic values of the society
Integration	The process of organization different parts into a whole of a higher order. It is used widely in science, from the organization of nervous impulses necessary for any kind of behavior up to the organization of a whole society
Intelligence	Although this concept has been discussed in psychology since the 1870s there is no universally accepted agreement on what intelligence is. Most psychologists would probably agree that heredity sets limits of a person's intelligence and most would also agree that the ability to think in one form or another (handling abstract ideas, adapting to new situations, perceiving complex relationships) is to sign of high intelligence-which may not get us very far but never prevented psychologists from designing new intelligent tests
Interacting Group	typical group in which members interact with each other face to face
International Administration	refers to the art and sciences of management as applied to the operations of an international organization especially a public international organization employing international civil servants
International Civil Service	the term used for employees of international organizations who are appointed by the secretary general of the UN and who, in the words of the UN charter, shall not seek or receive instructions from any government and shall refrains from any action which might reflect on their position as international officials responsible only to the organization
Interpersonal conflict	the general term for any kind of conflict between individual
Interpersonal contact	the general term for any kind of relationships or forms of communication between individuals
Interpersonal development	skills A group training methods which emphasizes the skills involved in communication with other people in listening to their replies. These skills are obviously important throughout the life of an organization but are perhaps most visible (on the both sides of the table) in an interview, especially a performance appraisal interview
Interview	In essence an interview is a form of conversation, between one interviewee and one more interviewers, which is structured to a greater or lesser extent. It is probably the most widely-used method for the assessment of a person's ability. It is also the most subjective method and one which is extremely difficult for the interviewer to do well
IQ	the intelligence Quotient; a sore obtained from an intelligence test by dividing the mental age (MA) obtained on the test by the actual or chronological age(CA) and multiplying by 100, i.e. $IQ = \frac{Ma}{100}$ an IQ score by itself is meaningless. It doesn't intelligence the way a tape measure height, for instance. It is only measure of comparison between all the people who have taken that particular test, with the average score being arbitrarily at around 100

J

Job	A piece of work or an order for a piece of work to be done. The term is also used more widely to describe one's livelihood. A job is therefore a unit of work large enough to be the basis of an occupation
Job analysis	The process of obtaining information about jobs, including the task to be done on the jobs as well as the personal characteristics necessary to do the task
Job demand	the requirement of a job has and therefore what will expected of the person who perform it
Job Description	a written summary of task requirements for a particular job
Job Design	the process of relating all the tasks to be performed within the organization
Job Enlargement	expanding the content of a job to include responsibilities that will usually require training and the acquisition new skills
Job evaluation	assessment of the relative worth of job to a firm
Job satisfaction	a pleasurable feeling that results from the perception that a job fulfills or allows for the fulfillment of its holder's important job values
Job Specification	a written summary of worker requirements for a particular job
Job Title	the official name an organization gives to the occupant of a particular job, sales Manager, HR Manager
Junior Management	the term applied to managers who are relatively low in the hierarchy of an organization because they are junior in age and or/ level of responsibility and authority
Justification	the procedure used by a word processor to line up the right hand margin of a page so that all the lines of script are of equal length

K

Key jobs	jobs that are characterized by stable tasks and stable job specifications; also known as benchmark jobs
Knowledge	a blend of information experience and insights that provides a framework that can be thoughtfully applied when assessing new information or evaluating relevant situations
Knowledge capital	the value of the knowledge possessed by people at all levels of an organization
Knowledge Engineering	a term sometimes used of a group of techniques, based on theories of artificial intelligence, which is concerned with the design of intelligent knowledge – based systems
Knowledge Management	the process of creating an inclusive, comprehensive, easily accessible organizational memory, which is often called the organization's intellectual capital

L

Labor Market	a geographical area within which the force of supply (people looking for work) interact with the forces of demand (employers looking for people) and thereby determine the price of labor
Labor turnover	the percentage of the total labor force of an organization leaving its employment and being replaced over a given period of time, usually a year
Leadership	a widely- applied term that usually refers to the personality characteristic and the behavior of people with authority and influence and responsibility for leading group
Leadership style	this term usually refers to the adoption of an authoritarian management or a depending on which style is more comfortable to his or her personality
Lead time	The time taken to complete a cycle of activity. The term is usually used in reference to the production process, from the initial idea to the finished product, although it can also refer to the time-lag in supplying an order
Learning theory	in psychology this refers to the systematic attempt to explain the process of learning
Legitimacy	a term sometimes used of the leadership of a group or organization when it is fully accepted by the members
Leniency	the tendency to rate every employee high or excellent on all criteria
Licensing	a means of entering new markets, primarily used by manufacturing firms, by transferring the right to produce and sell products overseas to a foreign firm. In return, the licensing receives a negotiated fee, normally in the form of a royalty
Line and staff concept	A term used in organization theory to denote the different functions performed in an organization by managers who are directly goals (line) and those who perform supportive functions like marketing or personnel (staff).
Line Authority	the control by a manager of the work of subordinates by hiring, discharging, evaluating and rewarding them
Line Management	the term used to describe managers who are responsible for an organization carrying out its basic function, e.g. marketing production etc
Locus of Control	a dimension of personality in which people who have an internal locus feel they have control over what happens to them, and people with an external locus tend to attribute their experiences to outside forces or other people
Logistic	A term that was originally used in the military sphere to describe the organizing and moving of troops and equipment. It is now often applied to any detailed planning process in an organization which entails the distribution or redistribution of resources

M

Make-buy-analysis	an operation management tool used to help make the decision as to whether to produce an item or to purchase it
Management	making the most effective use of available resources, whether in the form of machine, money or people, (2) the people responsible for the management of an organization, i.e. for the directing, planning and running of its operations, for the implementation of its policies and the attainment of its objectives
Management accounting	the preparation of accounting information for use by managers of an organization in budgeting, decision making, planning and formulating policy
Management by objective (MBO):	a performance appraisal strategy in which employees and supervisors agree on a set of goals to be accomplished for a particular period; performance is then assessed at the end of the period by comparing actual achievement against the agreed-upon goals
Management change	the ongoing managerial process of enhancing the ability of an organization to anticipate and respond to developments in its external and internal levels to cope with the changes
Management consultant	someone who offers a consultancy service in any area of Management or the running of an organization
Management Development	The process of identifying, training and generally equipping relatively junior Managers with the experience or skill necessary for senior management positions within an organization in the future. It is a process that ideally, should be an integral part of a coherent personnel policy going from initial recruitment to ultimate retirement
Management information system (MIS)	an information system that provides information to managers to use in making decisions (b) a centralized and usually computerized, information system for use by the managers of an organization in decision making
Management service	the application of scientific methods, and particularly quantitative methodology to the practice of science perspective to the study of management
Management style	The general approach a manager has to dealing with other people at work, and in particular the exercising of his or her authority with subordinates. This style is often characterized as tending towards authoritarian management or democratic management, depending on the personality of the individual manager, but people can also have somewhat different approaches when faced with different situations
Management training	Any form of training in the practices and techniques of management. One important form of management training is to have managers study case histories of real-life issues in organizations and work on solutions to problems; another is to play business games designed to deal with particular aspects of management. The term is often used interchangeably with management education, though the emphasis of management training is generally more focused and less formal or academic
Manager	anyone involved in the administration of an organization with the authority to use organizational resources, whether money, labor, or equipment, in furtherance of the organization's objectives
Manager grid	a technique used in management development that was devised by two American organization psychologists, Robert Blake and Jane Mouton, building on previous contributions to the study of Human Relations by psychologists like Argyris, Lewin, and Likert. The technique consists of scoring managers on two dimensions at right angles to each other to form a grid. The dimensions are concern for production (or the task in hand) and concern for people. Each individual's scores are then plotted on this grid to see how much of each concern they express
Managerial psychology	the systematic study of the role of the Manager in an organization and in particular the relationships between supervisor and subordinates, this area of study is a part of industrial part of industrial psychology
Managing diversity	establishing a heterogeneous workforce (including women) to perform to its potential in an equitable work environment where no member or group of members enjoys an advantage or suffers a disadvantage
Manpower analysis	An analysis of the employee in an organization that attempts to identify patterns and trends in their employment. It will examine, for instance, the distribution of employees by age, sex,

Manpower planning	skill, job title and length of service. It is the stage of systematic manpower planning the process of forecasting both the numbers and the kinds of employees that an organization will require over a given period of time and taking steps to ensure their supply, ideally this should be an integral part of an organization's personnel policy from recruitment to retirement, including selection, promotion, and training
Manual skill	a skill that requires physical rather than mental ability
Manual worker	someone employed on the shop floor of an organization doing physical rather than mental work, whether the work is skilled or unskilled
Market	A situation where buyers and sellers are in communication with each other. This may take several forms, e.g in person (as in a cattle auction) or electronically (as in the stock exchange) or through the mass media as in newspaper advertising columns
Marketing	the series of process by which demand for goods and services in identified, supplied anticipated or manipulated, it relies heavily of such functions as advertising and market research
Marketing concept	a philosophy of marketing that emphasizes the supreme important of the custom, fundamental to this philosophy is an understanding of what the customer wants in any given market, and this is usually ascertained by the extensive market research
Marketing environment	the set of external factors that affect the market in which an organization operates i.e cultural, economic, legal, political, geographical etc
Marketing Mix	The combination of different aspects of an organization's strategy for marketing a product, e.g advertising, market research, production and public relations. The guidelines for the most appropriate mix are sometimes expressed as the four Ps- product, price
Market leader	The organization with largest share in a given market. price (market), position and place.
Market penetration	the amount of demand in a given market that is supplied by a particular organization
Market Research	Research carried out in the course of marketing, either by an organization itself or by specialists from an external consultancy, to determine the likely Market for a product or the effects of past or prospective advertng on consumers. Depending on the kind of information required, the research may use either quantitative methodology with survey research on large numbers people or qualitative methodology with large interviews of individuals and families and group interviews of 5-10 people in a face- face group
Market segmentation	The analysis of buyers or potential buyers in a given market along various dimensions. These usually include demographic like age sex and socio-economic status, buying patterns with respect to price and quality, and personality factors like conservatism-radicalism, need for achievement or need for affiliation the objective is to divide market into segments comprising similar kinds, of people so that marketing efforts can be targeted more precisely, and the most effective approach used with each segment
Market share	the amount of total demand in a market which a particular organization supplies over a given period of time
Market value	the current price that a particular item would fetch in the market
Maslow's hierarchy of needs	the theory that people tend to satisfy their needs in a specified order, from the most to the least basic
Mass Media	forms of communication that reach a large-usually nation-wide-audience, i.e., radio, television and newspapers
Mass Production	The production of identical items on a very large scale. It requires the process of automation, division of labor job simplification, specialization and standardization. In the twentieth century the prototype for mass production was the assembly line developed in the car manufactured industry by HENRY FORD
Master of Business Administration	The academic qualification in Management Education which is generally accepted in the United States as a prerequisite for a professional career as a manager. The qualification is also becoming increasingly soughed after in the United Kingdom-but not in other industrialized countries like Germany and Japan which have alternative routes into Management
Matrix organization	A flexible form of organization structure often used in situation which requires a mix of

	people with different skills and experience to be focused on a particular task, or an unusual project that crosses existing departmental boundaries in an organization. The people involved in this kind of task force will continue to report officially to line Management, but in their day-to-day work they will be responsible to the project leader
MDW	See Measured Day Work
Mean	In statistic this is the most commonly used measure of central tendency. It is the arithmetic average, found by summing the values of a series of numbers and dividing this by the total number in the series
Measured Day work	a management procedure where a daily production target is defined for all the workers on the shop floor, whose pay is then made up of a fixed regular amount of each day that the target is met-as opposed to payment-by-result
Measure of central tendency	one of three statistical which can each be used as a central value to describe a series of numbers the mean the median and the mode
Median	In statistic this is a measure of central tendency which divides a group of scores in half, with half the scores falling above the median score and half below
Mediation	a process by which a neutral third party attempts to help the parties in a dispute reaches a settlement of the issues that divide them
Merger	an amalgamation of two or more organization into a single new organization by mutual agreement-as opposed to a take-over
Merit rating	A form of reward for members of an organization based on an assessment of their worth beyond the normally expected performance of their job, on the grounds that different people doing the same job can have a different value to the organization. The kind of factor usually taken into account are absenteeism, aptitude, attitude towards management, length of service, punctuality etc
Merit pay system	pay systems most commonly applied to exempt employees under which employees receive permanent increases, tied to levels of job performance, in their base pay
Middle Management	A manager whose position in the hierarchy of an organization is higher than junior management and lower than senior management is part of middle management, and this accounts for most managers in most organizations. Middle managers are typically in charge of the constituent units that make up an organization, responsible for the work of other people but with little or no say in the making of policy or the taking of organization-wide decisions
Middleman	an individual or an organization acting as a link between others, especially between producers and consumers or retailer, e.g a furniture wholesaler or literary agent
Monitoring	observing environmental changes on a continuous basis to determine whether a clear trend is emerging
Monoculture	the homogeneous organizational cultural that results from turnover of dissimilar employees
Motivation	In psychology this is a general term for any part of the hypothetical psychological process which involves the experiencing of needs and drives and the behavior that leads to the goal which satisfies them. In more popular usage motivation refer than another
Multimodal distribution	in statistics this term refers to a distribution with several modes
Multinational company	a commercial organization which operates in more than one country and moves its resources and activities between them in such a way as to maximize its trading advantages in such areas as labor costs or taxation benefits

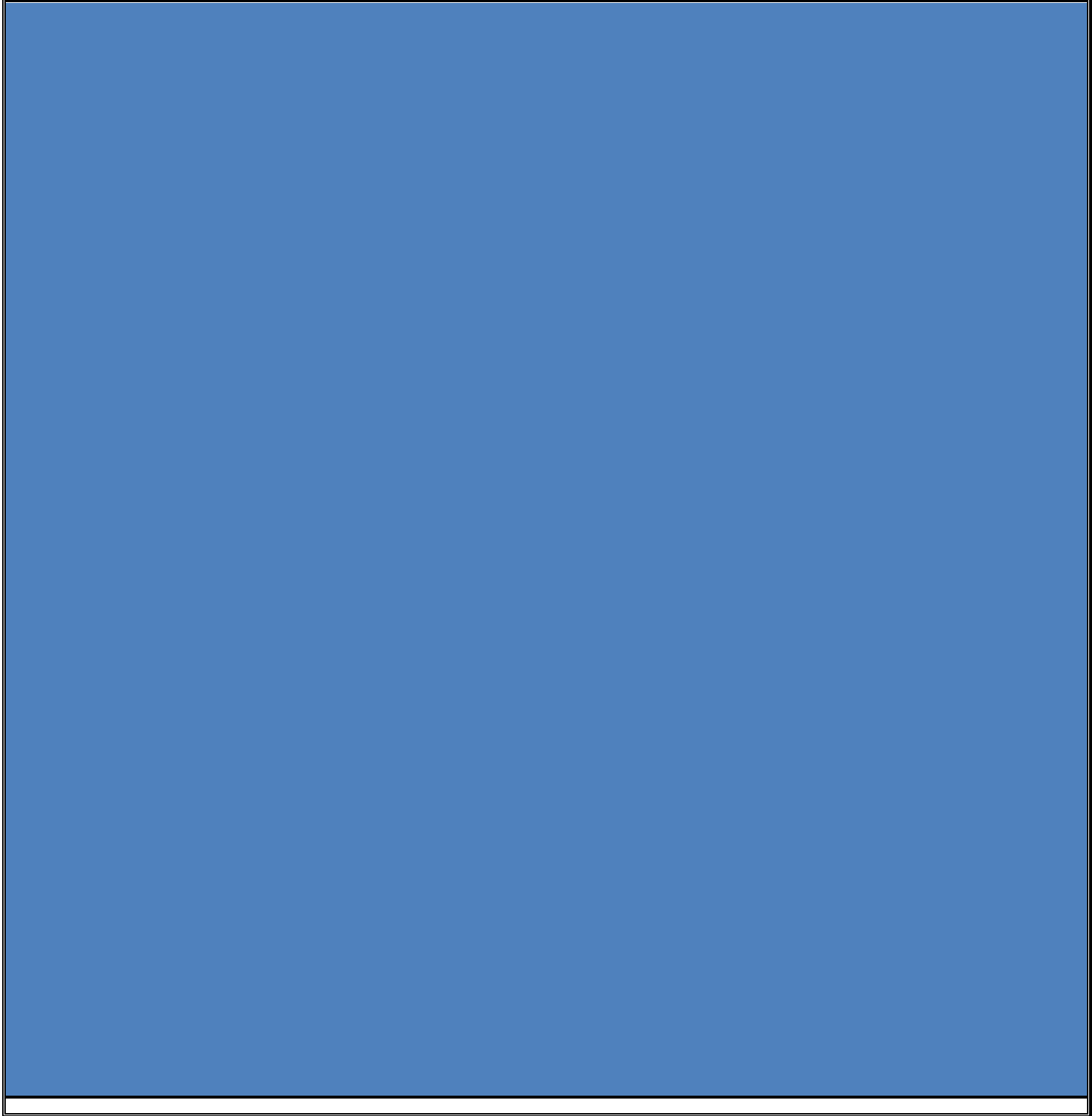
N

Need for achievement	a strong drive to accomplish things, in which the individual receives great satisfaction from personal attainment and goal completion
Need for affiliation	a strong desire to be liked by others, to receive social approval, and to establish close interpersonal relationships
Need for assessment	a training tool that is used to determine whether training is needed
Need of power	the desire to influence or control other people
Negative reinforcement	the removal of unpleasant consequences associated with a desired behavior resulting in an increase in the frequency of that behavior
Negotiation	In industrial relations this is the essence of the collective bargaining process. It refers to the discussion of terms and conditions of employment by employers and employee, or their representatives, with a view to reaching a mutually acceptable outcome
Networking	linking people scattered geographically into a single work group by electronic means e.g teleporting
New technology	the term often used to describe the applied microelectronic devices to be found in the electronic office
Niche Marketing	the systematic search for a market niche usually by a new market rather than increase market share of an existing market
Nominal group technique (NGT)	a decision-making technique that helps a group generate and select solutions while letting group members think independently; group members are given the problem and each presents one solution without discussion, then all solutions are discussed, evaluated and ranked to determine the best alternative
Non-conforming performer high	a team member who is very individualistic and whose presence is disruptive to the team
Non- executive director	a director of an organization who is not a full time employee and who does not have any executive form of authority
Non-financial reward	the component of an organizational reward system that includes everything in a work environment that enhances a worker's sense of self-respect and esteem by others, such as training opportunities, bonus, and involvement in decision making and recognition
Non-governmental organization	this term is usually applied to an organization that operates internationally but it is not supported, in the main, by direct governmental funding e.g amnesty international or the Red Cross
Non- profit organization	any organization whose ownership resides entirely with its members and whose financial operation are not intended to yield a profit for shareholder
Non-verbal behavior	any form of human behavior that does not employ speech or writing
Non-verbal communication	Direct face to face communication between people by any means other than the spoken word. This would include facial expression, body gestures, hand gestures, body posture and eye contact
Norm	In statistic this is a value representation of a whole set of numbers such as one of the measures of central tendency (mean, median, and modes).
Norming stage	a stage in team development that is characterized by resolution of conflict and agreement over team goals and values

O

Objective career	a sequence of positions occupied by a person during the course of a lifetime, commonly referred to simply as one's career
Objectives	the goals or targets that the firm wishes to accomplish within a stated amount of time
Office Management	is the organization of an office in order to achieve a specified purpose and to make best case of the personnel by using the most appropriate machine and equipment
Office Manager	is one who leads the office and who organizes and control the office activities in such a manner which ensures efficient service scientifically and economically
Office Personnel	it is the office personnel who perform all the activities of the office the office manager, select trains, assign and control the activities
Off-line	The part of a computer system which is not under the immediate control of the central processing unit and cannot therefore be accessed directly. It is used to produce data that is only required at relatively long intervals, like a monthly bank statement or a quarterly electricity bill
Off-job training	: training that takes place away from the employment site
On-job training	training that takes place in the actual work setting under the guidance of an experienced works, supervisor, or trainer.(b) a form of training that is given to people at their place of work, and usually during working hours
Operational action plan	a management plan normally created by line managers and employees directly responsible for carrying out certain task or activities
Operational analysis	in the assessment of training needs the level of analysis that attempts to identify the operational decision
Operational decision	decisions with a short time perspective, generally less than a year, and that often are measured on daily or weekly basis
Operational manger	the firm's lower-level managers who supervise the operation of the organization
Operation management	the process an organization uses to obtain the materials or ideas for the product it provides, it process of transforming them into the product, and the process of providing the final product to a user
Operation planning	short- to-middle range businesses planning that addresses issues associated with the growth of current or new operations as well as with and specific problems that might disrupt the pace of planned growth also known as tactical planning
Operation research	A branch of management science that applies mathematics to a series of techniques, like critical path analysis which an organization may use in its planning and decision-making. In essence operational research is used to see whether the efficiency and cost effectiveness of a system can be improved by developing a scientific model to study that system and including within it the factors of chance and risk
Optimizing	selecting the best alternative from among multiple criteria
Organic organization design	a management design that is focused on change and flexibility, emphasizing horizontal relationships that involve teams, departments or divisions and provisions to coordinate these lateral units
Organization	A group of people brought together for the purpose of achieving certain objectives. as the basic unit of an organization is the role rather than the person in it the organization is maintained in existence, sometimes over a long period of time despite many changes of member. (b) A consciously coordinated social unit, composed of two or more people that function on a relatively continuous basis to achieve a common goal or set of goals
Organization chart	a graphic depiction that helps summarizes the lines of authority in an organization
Organization design	the selection of an organization structure that best fits the strategic goals of the business
Organization politics	the exercise of power in an organization to control resources and influence policy
Organization structure	The formal system of relationships that determines lines of authority (who reports to whom) and the tasks assigned to individual and units (who does what task and with which department).
Organizational goals	The formally stated objectives which are the basis for the existence and the maintenance of an organization and its members. It is usually assumed to be something the individual owes

	the organization
Organizing	Determining what tasks is to be done who is to do them, how the tasks are to be grouped, who report to whom and where decisions are to be made
Organizing	the management of functions that determines how the firm's human, financial, physical, informational and technical resources are arranged and coordinated to perform tasks to achieve desired goals; the deployment of resources to achieve strategic goals
Overhead	any recurrent day-day expenditure incurred in running an organization other than the costs of labor and material, e.g. rent, heating, and lighting
Overtime	any time worked outside normal working hours, for which people are paid at a higher rate than the basic level of pay
Owners	the parties that have invested a portion of their wealth in shares of company stock and have a financial stake in the enterprise



P

Participant observation	Research techniques in social science where an observer becomes an accepted member of the group he or she wants to study
Participation	the term used to describe the involvement of people in the performance of the organization they work for, e.g. by employee ownership or profit sharing
Part method	a technique of learning in which the material is broken down into smaller parts to be learned separately and then recombined, compare this with the whole method
Partnership	a form of business that is an association of two or more persons acting as co-owner of a business
Passive –aggressive communication	style of communication whereby individual avoids giving direct responses to other's requests or feedback
Passive communication	style of communication whereby individual does not let others know directly what he or she want or needs
Pay	An amount of money paid on a regular basis to people in regular employment. Payment may be of wages or salary, in cash or by cheque or by direct bank transfer
Pay incentive	compensation that rewards employees for good performance, including variable pay and merit pay
Peak experience	in humanistic psychology this term refers to a moment of great emotional power in which a person feels something asking to ecstasy, where she is at one with herself and with the world
Performance	the way a job or task is done by an individual, a group or an organization
Performance appraisal interview	an interview between an employee and his or her line manager, usually conducted once a year, at which an assessment is made of the individual's job performance and how it relates to training needs, promotion opportunities etc
Performing stage	a stage of team development that is characterized by a focus on the performance of the tasks delegated to the team
Personality	The sum total of all the factors that make an individual human being both individual and human; the thinking, feeling and characteristic pattern of these elements that makes every human being unique. Psychologists often emphasize the integration and dynamic nature of an individual's personality and the important role of unconscious processes that may be hidden from the individual but are at least partly perceptible to other people
Personal network	the relationships between an entrepreneur and other parties, including other entrepreneur's suppliers, creditors, investors, friends, form colleagues, and others
Person-job-fit	The extent to which the personality of an individual fits harmoniously with the job she does. One the goodness of fit between the two will depend the crucial factors of work like job satisfaction, productivity and stress
Persona Non Grata	an unwanted person. The declaration of P.N.G is made in a government statement to the effect that any further stay of the diplomat in question and his family on the territory of the host country is undesirable
Person Perception	the process by which people form impression of others, then flesh these impression out and make them more coherent- through not necessarily more accurate
Personnel	the people employed in an organization (2) the function of dealing with an organization employees as its human resources
Piecework	a form of payment –by-results where workers are paid for each piece of work they do rather than the number of hours they put in. it was based originally on the scientist management principle of F.W Taylor
Pilot Study	a term sometimes used in market research or survey research, e.g. when a proposed Questionnaire may be tested on a few respondents before being used on a large-scale study, to see whether the questionnaire needs revising and whether the study itself is worth doing
Placement	The process of placing someone in a job, ideally with a perfect person-job fit. This is an important aspect of personnel management
Planning	Any attempt systematically to organize the future performance of people or money or goods and services within a given set of constraints and time horizon. (b) The management

	function that assesses the management environment to set future objectives and map out activities necessary to achieve that objective.(c) includes defining goals establishing, strategy and developing plans to coordinate activities
Plant	The building, equipment and machinery used in the running of an organization, especially in manufacturing industry
Power	The ability to make things happen by exerting influence over people or things. The most commonly recognized sources of power are physical strength, knowledge, or position in the hierarchy of an organization. But there are also less concert sources of power such as exist in personality factors like charisma or the relationships between people in an organization
Power Distance	The extent to which individuals expect a hierarchical structure that emphasizes status differences between subordinates and superiors
Pricing	The decisions made by an organization in setting a price for the goods of Service it provides, taking into account the cost of production and the nature of the Market
Proactive Management	a management style in which problems are anticipated before they become pervasive and time is set aside on both a daily and weekly basis to plan goals and priorities
Proactive strategy	a means of dealing with stakeholders when a firm determines that It wants to go beyond stakeholder expectations
Process	the way a product or service will be produced
Process Control systems	an operations information system that monitors and runs Machinery and other equipment
Process reengineering	a method of changing the entire production process rather than making incremental changes
Product differentiation	The packaging and advertising of different brands of virtually identical products in order to create differences between them in the mind of the consumer. (2) the process of designing and producing a range of the same basic products in order to appeal to different segments of the market, e.g. breakfast cereals with or without fiber, fruit sugar etc
Product innovation	A product whose production breaks new ground for an organization either because of the process involved in producing it or the market it is aimed at
Productivity	The rate of output of a worker or a machine. (b) A performance measure including effectiveness and efficiency
Product Life cycle	A term used in marketing to describe the different stages that every product goes through from its initial development and introduction to the market, via its in initial development and introduction to the market, via its initial sales and its established sales, to its eventual decline and withdrawal from the market
Product Manager	a management role that coordinates the development of new products
Product Mix	The range of products and the particular combination of them at any given time, that an organization products
Product obsolescence	the final stage of a production cycle when it withdrawal of the product from the market
Profession	An occupation possessing high social status and characterized by considerable skill and knowledge, much of which is theoretical and intellectual in nature
Professional socialization	the process of socialization that a new recruit to a profession has to undergo
Program Evaluation and Review Technique	The name of a particularly popular technique in critical path analysis. (b) Tool for analyzing the conversion process
Programmed decision	Identifying a problem and matching the problem with established routines and procedure for resolving it
Portfolio analysis	an approach to classify the processes of a diversified company within a single framework or taxonomy
Projection	In psycho analysis this refers to an EGO DEFENCE where an individual (at the unconscious level) attributes to other people feelings he her himself if but which are too threatening to EGO to admit into his consciousness
Project Manager	a management role that coordinates work on a scientific, aerospace or construction project
Project team	a group that works on a specific project that has a beginning and an end
Promotion	An attempt to publicize an organization, its products or its interests, by advertising or public relations. (2) The process of moving within the same organization to a job of greater authority pay and status

Promotion in Civil Services	Of the most vital importance in the management of public personnel is the system of promotion. Promotion in words of Dr. White means an appointment from a given position to a position of higher grade involving a change of duties to a difficult type of work. Involving a change of duties to a more difficult type of work and greater responsibility, accompanied by change of title and usually an increase in pay. The promote goes from a lower position to a higher one which means more responsibility higher rank and incidentally, though not fundamental higher salary
Psychology	Most commonly defined at present as the study of human and animal behavior, a definition that accurately describes the route to increasing our psychological knowledge. An older definition the science of mental life, focuses on a psychological understanding of what that behavior is about and how make sense of its most intelligently
Public Administration	An old-fashioned term dating from the time when the systematic study of administration was considered a public sector activity. It has been largely superseded by term business administration (when followed as part of a master of business administration course) and administrative science (B). Refers to the activity of a governmental unit in carrying out the public policy declared in the laws. It is also a field of professional study through which preparation for public managerial positions is secured
Public offering	a means of raising capital by the sale of securities in public markets such the New York Stock Exchange and NASDAQ
Public Relations	The systematic attempt by an organization to present itself to best advantage, both to an external public and to its employees by a process of persuasive communication. It is used to conjunction with paid advertising and concentrates usually on the mass media. The objective of the exercise is to build up and maintain good relations between the organization, its public and its employees.(b) in professional terms the function through which public and private organizations and institutions seek to win and retain the understanding sympathy and support of their present or potential public i.e. those groups with whom they are or may be concerned, such as voters, stockholders, directors, government officials employees, customers, suppliers and the general public
Punishment	an aversive or unpleasant consequence following understand behavior

Q

Quality	the term is now used mainly as a way of measuring or describing how good or bad a product is at performing its function
Quality circles	groups of employees who meet regularly to discuss ways to increase quality
Quality Control	Any technique, like the quality circle, for helping to maintain a desired level of quality in the production of a product. Normally this level will be as high as is feasible, but sometimes control will be exercised to ensure that quality is not too high
Quality Gap	the difference between what customers want and what they actually get from the company
Quality Market	a market in which the quality of a product is more important to the customer than the price
Quality of working life	An approach to work that first became prominent in the 1960s. It is concerned to improve the quality of life for people in the workplace by emphasizing the importance of good job design in making work more meaningful for workers and giving them more control over how they do it
Questionnaire	Any set of written questions used in the collecting of information for purposes of comparison. It is widely used in market research and is the basis of all work in survey research
Quota sampling	In statistic this is the process of sampling data from each subgroup of a given population. This is a particular form of stratified sampling widely used in market research where an interviewer is given a set number or quota of interview to carry out in a given stratum of the population and stops sampling when the quota has been achieved

R

R& D	research and Development
Random sampling	In statistics this is the process of sampling data at random from a population so that inference can be made about the population from finding about the sample. The crucial condition is that each individual in the total population has an equal chance of being chosen
Rank order	any series of number items, or individual arranged in order of magnitude, either increasing or decreasing
Rationalization	in psychoanalysis this term is used to describe an EGO DEFENCE in which a person justifies some action about which he has unconscious guilt feelings because he really knows he should not have acted in that way. (2) In economics the term is used to denote the application of the most efficient methods in the use of resources in a creation of a more effective organization structure, which often implies one that is simpler and cheaper
Rational Management	the opposite of participative management the term is usually used to denote a management style that emphasizes objective measures of input and output rather than human relations
Reactive management	the management style of responding to the most urgent problem first when not enough time is available
Recruitment	The process of identifying possible candidates for a job vacancy. It starts with a job analysis after which a job description and job specification is drawn up. Likely candidates to meet the specification are then trawled, perhaps by advertising in an appropriate trade press or by head hunting. Ideally this process should be the logical outcome of manpower planning and first stage of a coherent policy of personnel management that continues until retirement. (b) The process of generating pool of qualified candidates for a particular job
Recruitment pipeline	the time frame from the receipt of a resume to the time a new hire starts work
Redeployment	the process of moving workers from one location to another, often with the objective of finding them alternative employment
Red Tape	It is official conduct of postponing decisions and delaying implementation of policies, quoting rules and regulations as hurdles. It is a defect associated with bureaucracy
Redundancy	the dismissal of someone from his employment either because his job has ceased to exist or his skills are no longer required
Reference group	in sociology this is the term for a group with which an individual identifies and whose group norms he follow, whether he is accepted by it or not and whether he is physically part of it or not
Reference power	power derived from the satisfaction people receive by identifying themselves with the leader
Relationship-building role	a lead ship style that focuses on maintaining good interpersonal relationships
Relative judgment	a performance appraisal approach in which employees are compared to one other
Relevant labor market	determined by which jobs to survey and which markets are relevant for each job, considering geographical boundaries as well as product-market competitors
Reliability	the consistency of results from the selection methods
Research and development	The first stage of a product life cycle in which science and technology is applied to the development of new products. The term is also used more generally to describe any systematic activity within an organization aimed at gaining it a competitive edge in the future
Resources allocation	the planning step that determines where the resources will come from (for instance, borrowing versus internally generated funds) and how the resources will be deployed to achieve the agreed-on objectives
Resource-based view	a strategic management viewpoint that basing business strategy on what the firm is capable of doing provides a more sustainable competitive advantage than basing it on external opportunities
Responsibility	the manager's duty to perform an assigned task
Restructuring	the process of changing a company by selling or buying plants or lines of business or by laying off employees
Result-oriented system	rating formats that place primary emphasis on what an employee produces

Resume	A French word which is used an American version of Curriculum Vitae
Resumes Human Skills Management system	an automated resume-processing system that use electronic technology to process resume, input data into an applicant database, and provide online access to resume and skills information on available job candidates
Retail Audit	a market research technique which involves taking a representative sample of retail outlets and studying them to obtain data on distribution, sales stock etc
Retailing	The selling of goods and services, in relatively small quantities directly to the consumer through a shop or other retail outlet. Compare with wholesaling
Retail price index	a figure calculated monthly which reflects that cost of a set of basis goods and services used by most of the United Kingdom population
Retention	initiatives taken by management to keep employees from leaving, such as rewarding employees for performing their jobs effectively, ensuring harmonious working relations between employees and managers and maintaining a safe healthy work environment
Retirement	the process of finishing one's full time work life at a designated or generally accepted age
Return on investment	(ROI) a measure comparing training programs monetary benefits with its cost
Reward	Any kind of return (usually positive) as a result of a given behavior. It is most often used in employment to refer to monetary gains in return for an individual's performance at work. These gains may be in the form of pay or fringe benefits or perks
Reward power	power derived from the belief that the leader can provide something that other people value so that they trade their support for the rewards
Right approach	a means of making decisions based on the belief that each person has fundamental human rights that should be respected and protected
Risk	The like hood or the statistical probability of failure in an enterprise; the essence of being an entrepreneur, and therefore of capitalism. The term is also used of the probability of damage or loss the essence of insurance. (b) the level of uncertainty as to the outcome of a management decision
Risk capital	capital invested in an enterprise with a high degree of risk, thought usually with the possibility of a large financial gain
Role	A term widely used in social psychology to refer to the kind of behavior expected of a given person in a given situation. The term has been applied generally to the organization a workplace. (b) Expectations regarding how team members should act in given situations
Role Ambiguity	a situation in which an individual is unclear about the role expected of her or his
Role conflict	a situation in which an individual is expected to play two or more roles which are in conflict or in competition with each other
Role differentiation	The process of the division of labor and of speciation within a group. The larger and more complex the group from the family to the multinational company-the greater the degree of role differentiation
Role expectation	the expectation other people have about the way a person will pay her role in a given situation
Role innovation	the process of changing the goals and objectives of a particular role
Role model	People after whom an individual will model his/her own performance of a given role. (b) The leadership mechanism in which managers serve as example of behaviors they would like employees to follow
Role negotiation	this term is sometimes used to describe a process that may take place during an interview with a candidate for a job where the exact role the individual would play in the organization is subject to negotiation
Role overload	an extreme form of role conflict where the number of different roles expected of an individual are simply too great for her to contain
Role playing	acting the part of another person in a therapeutic or business game situation (b) playing a certain role for the particular affect it will cause
Role relationship	any relationship between two people which is defined by the role they each play, e.g. boss and subordinate
Role reversal	a situation in which people agree to switch their usual role relationships
Role set	the significant others who have relationships with a given individual

S

Salaried staff	This term is usually applied to staffs who is white-collar workers and whose pay is calculated on an annual basis and paid in equal monthly installments. This is in contract to the blue-collar worker, for example, which might be paid on an hourly basis or by the amount of worker completed
Salary Structure	The arrangement of pay within an organization such that different grades of employees doing different jobs will receive different rates. These rates would be based (originally) on the processes of job analysis and job evaluation, and each would normally be in the form of a scale with annual increment of pay
Sales promotion	any attempt to increase the sales of a particular product by raising public awareness of it through advertising or public relations
Sampling	In statistic this is the process of analyzing a sample drawn from a particular population when it is too difficult or expensive to deal with each member of that population. The most common ways to obtain a sample are by random sampling and stratified sampling including quota sampling
Sampling error	in statistic this is the extent to which a sample is not an accurate representation of the population from which it has been drawn
Sampling frame	the background or catchments area of population from which a sample is to be taken
Satisfying	Selecting the first alternative solution that meets a minimum criterion. (b) A term that originated in Economic to describe the situation in which an organization was sufficiently satisfied with what it had achieved to stop striving for more even though it had not reached its ideal or optimal targets. The term is also used more broadly to be almost synonymous with comprise' in a situation of conflict where a solution is reached which satisfies all parties but is less than optimal for any of them
Saving face	maintaining one's self esteem or the self-esteem of one's group in a situation of individual or group conflict, or any kind of bargaining
Scanlon plan	Named after the American trade union theorist Joseph Scanlon whose plan, first produced in the late 1930s, and was intended to herald a new form of co-operative relationship between management and unions. One outcome of the plan was a method whereby employees would share in the financial benefits of increased productivity by receiving each month a bonus based on a percentage. The Scanlon plan is regarded as an important contribution to industrial democracy
Scanning	the analysis of general environmental factors that may directly or indirectly be relevant to the firm's future
Scientific Management	a management method that applies the principles of the scientific method to the management process, determining the one best way to do a job and sharing the rewards with the workers.(b) an approach to management, based on the theories of FW TAYLOR, dealing with the motivation to work. It sees it as a manager's duty to find out the best way to do a given job by a process of work measurement, than give each worker individual instructions which have to be strictly followed. The individual is thus seen as the extension of his machine, and his rewards are also to be allocated mechanically with more pay expected regardless of any other factors
Seasonal unemployment	a form of unemployment that peaks at certain times of the year due to the nature of the industry in question; e.g. construction or tourism
Secretary	an individual female who supports one or more executive in an organization by typing filling, arranging meetings, screening telephone calls etc. an Individual usually male, who is the executive responsible for administrative arrangement (and often the legal and financial arrangements) of a group or organization e.g. the of the cricket club or secretary of committee
Segmented communication	flows of information within the firm that is far greater within groups than between groups
Selection	The screening process used to decide which job applicant to hire. (b) The process of choosing someone for a particular job which follows the recruitment of suitable candidates. The selection process will probably include an interview and may also include tests such as

	ability, aptitude, intelligence, personality and physical
Selection perception	Type of perception barrier whereby the receiver focuses on the parts of the message that are most salient to his or interests and ignores other parts that are not relevant. (b) Literally, the process of seeing what you want to see. The process of perceiving the world as we need to perceive it, whatever the relation of that perception to objective reality, is the way we satisfy the need to make sense
Selection ration	the percentage of applicants hired, which is used in evaluating the usefulness of any predictor
Self-actualization	According to the American psychologist ABRAHAM MASLOW this term describe the ongoing striving to fulfill one's creative capacities. This is considered an important sign of psychological health
Self –censorship	A situation in which people do not say what they really think in a group discussion, for the sake of group cohesiveness. This is one of the factors contributing to groupthink
Self-concept	the entire element that make up a person's view of herself including her self-image
Self-employment	working for one and not being a staff member of an organization
Self esteem	The degree to which a person likes herself; how worthy she deems herself to be. High self-esteem is generally considered to be an important sign of psychological health
Self-fulfilling prophecy	the idea that expectations concerning one's own or other People's behavior can lead to the expected behavior appearing, such as in the PYGMALION conflict
Self-image	The self a person believes himself to be; one's self-image is a composite of many things and may bear little relation to any objective assessment to oneself or the assessment of others. It begins very early in life and is probably, to a large extent, physical. This early body image can stay with a person for the rest of his life. The judgment of other people are also important in the formation of the self-image, but even though someone's social contacts and therefore the judgment made of him, may change greatly in later life, he may still think of himself in terms of the earlier judgment
Self-Knowledge	Having an accurate awareness of what our self is really like. Where Such knowledge is painful we will invest an enormous amount of energy in not knowing
Self-leadership	leadership that stresses the individual responsibility of employees to develop their own work priorities aligned with organizational goals; the manger is a facilitator who enhances the self-leadership capabilities of subordinates, encouraging them to develop self control skills
Seller's market	a market situation in which sellers have more power to influence prices and conditions of sale than buyers, usually because demand exceeds supply
Seniority	This term refers either to higher rank or greater length of services in an organization. (b) a defense against discrimination in which companies with a well-established seniority system can give more senior workers priority, even if this has an adverse impact on protected class members
Senior Management	the term applied to managers who are relatively high in the hierarchy of an organization because they are senior in level of responsibility and authority and often in age as well
Severance pay	a payment made to an employee either because his contract of employment has ended or because he has to lose his job through on fault of his own e.g. redundancy
Sex role	The different behavior a society expects of a male or female person on the basis of their sex. As social differences invariably imply prejudice, this is the basic for sexism in society
Sexual Harassment	the occurrence of verbal or physical abuse solely on the basis of the sex of the victim. It is very common in the workplace and almost always by men against women. (b) a form of discrimination that is broadly interpreted to include sexually suggestive remarks, unwanted touching, and physical or verbal act that indicates sexual advances or requests sexual favor, a promise of reward or hidden threats by a supervisor to induce emotional attachment by a subordinate and a hostile environment base on sex
Shift work	The process of divining the whole 24- hour day into work periods, often of eight hours each e.g., midnight-8:00 am-4:00 pm and 4:00 pm midnight. Shift work is used to obtain maximum use of plant in manufacturing, or of the work-force in the service sector, especially that part of it which includes the emergency services where continuous cover is

	required
Shop floor	A term originally applied to the area of a factory in which production took place. It has been widened in its applications to indicate the blue-collar workers in an organization as opposed to the white-collar workers in an organization as opposed to the white-collar workers, or even the work-force in general as opposed to the management
Shop steward	a trade union official elected by fellow workers on the shop floor to represent them in their day-day dealings with the employers or their Management representatives
Shortlist	A list of leading candidates for a particular job or position as the result of a recruitment process. People on the shortlist will be asked to attend an interview, and will perhaps be given some tests as well, before the final selection is made
Short-time working	A situation in which a workplace is forced to work a reduced working week because of a shortage of orders. This is seen as a temporary measure to cut labor costs while retaining the work-force intact
Simulation	The creation of a controlled replication of a real life situation for purposed of training, analysis or policy decision-making. It may be abstract and use sophisticated mathematics (like a simulation, or model, of the world economy) or concrete and use the business game
Situational context	the factors that are outside the control of the subordinate such as the task defining the job, the formal authority system of the organization, and the work group
Six differences	These refer to all differences in behavior or ability between males and females. As with supposed racial differences there is no evidence that there are any, what like a genetic sex difference in aggressiveness, for instance is due to a cultural process of learning the sex role considered appropriate for either males or females
Six sigma	a quality standard that is equivalent to generating fewer than 3.4 defects per million manufacturing or services operations
Skills	a learned response, often as the result of specific training, which affords someone the ability to perform a particular task and achieve a particular goal
Skills inventory	a human resource inventory that keeps track of the firm's internal supply of talent by listing employees education, training, experience, and language abilities; the firm can use this information to identify those eligible for promotion or transfer before trying to fill the position from the external market
Skinner, BF (1940-1990)	An American psychologist and the most celebrated exponent of behaviorism, not just in the study of psychology but as a means of running a society. His own techniques of conditioning were based on the research of Pavlov and Watson. In recent years he has expounded the social implications of his views in a number of influential works intended for the general public
Sloan, Alfred P (1875-* 1966)	An American industrialist who took over a small and ailing motor manufacturer, General Motors, in the early 1920s and turned it into one of the biggest corporations in the world- and at the expense of the Ford Motor Company. He did so mainly by introducing the concept of professional Management to a business world that was still largely run by the personal proprietor, like Henry Ford, whose company almost went out of business in competition with GM
Slush fund	an informal unofficial and sometimes dubious source or funds from which an organization can finance a great variety or informal, unofficial and sometimes dubious activities, ranging from staff outgoing, or bribing public officials
Small business	any business that is independently owned and operated, that is small in size, and that is not dominant in its markets
Smith, Adam (1723-1790)	An eighteen century Scottish economist and Philosopher who based his doctrines of the free market on a rational-economic view of human nature. He argued that, as individual self-interest was the driving force whose aggregate effects resulted in social harmony, there should therefore be no state intervention in the market between buyers and sellers. He also proposed specialization and the division of labor in manufacturing
Social accounting	a particular concern with the social aspects of a cost-benefit analysis
Social anthropology	The systematic study of the social system and the culture of different societies, particularly non-literate societies. Its major research method is participant observation

Social class	a rather old-fashioned term for socio-economic status considered crude and gauche in some quarters, if not downright subversive
Social cohesion	a similar process to that of group cohesiveness, though on a larger scale extending to an entire culture or society
Social comparison	The process of evaluating one's attitudes and behavior by comparing them with those of other people. In social psychology there is an idea that when people are uncertain of what to do (or think or feel) in a given situation they are more likely to take their cue from other people and conform to their behavior
Social control	The control that a group or culture, or society exerts upon the individual who comprise it. This control stems from the process of socialization and is exhibited as conformity pressures towards social norms
Social deprivation	In sociology this term is used to describe the situation of an individual or group lacking the material benefits which are generally enjoyed in a society. Compare with relative deprivation
Social distance	the degree to social intimacy someone will accept in relation to other individual or groups
Social-emotional leader	The individual who may emerge in a small group as the person who keeps up the morale and facilitates the interpersonal relations of the group. Compare with task leader
Social facilitation	The stimulating effects on someone's behavior of other people-even the mere presence of other people. The Hawthorne effect is an example of social facilitation
Social influence	a basic concept of social psychology which refers to the effects on a person of relations with others, whether individuals groups, or society in general
Social interaction	the mutual social influence that people have on each other's behavior in a social setting
Socialization	the process of internalizing or taking organizational values as one's own
Social norm	Behavior that is expected of all the members of a society. The norm of social behavior is therefore one way of defining social normally
Social psychology	the branch of psychology that deals with social life, the behavior of people in groups, and the behavior of individuals in social setting
Social skills	A set of skills in dealing with other people which determine someone's effectiveness in a social or group setting. They include interpersonal skills development as well as interpersonal relations and non- verbal communication
Social status	someone's general position in society in relation to and as determined by other people
Social stratification	in sociology this term refers to the division of a society into a series of strata of differing social class or social economic status
Social support	positive interpersonal relations with colleagues, friends or family which are particularly helpful in dealing with the effects of stress
Socio-economic status	In sociology this term refers to the categories produced from the social stratification of a society by income and occupation. In the United Kingdom these are six in number and they are widely used in Advertising, market research and survey research: A (upper middle class) higher managerial, administrative or professional B (middle class) intermediate managerial, administrative or professional C1 (Lower middle class) supervisory, clerical junior managerial, administrative or professional) C2 (Skilled working class) skilled manual workers D (Working class) semi-skilled and unskilled workers E (lowest level of subsistence) state pensioners, widows, casual and lowest grade workers
Software	the computer programs, codes and other support material available for use with particular hardware
Span of control	The number of subordinates who report directly to a given manager and over whose work he exercises authority generally speaking, the higher a manager is in the hierarchy of an organization the smaller the span of control he/she has to deal with. (b) The feature of the vertical structure of an organization that outlines the number of subordinates who report to a manager, the number of managers, and the layer of management within the organization
Specialist	an individual who is an expert in one particular field of study or in the use of a certain ability or skill or even in the performance of a particular task

Specialization	In economics this term refers to part of the division of labor in which a given task is broken down as far as possible into subtasks, each of which then becomes the responsibility of a specialist worker. Specialization is therefore an important basis for mass production
Spin-off	an independent entrepreneurship that produces a product or service that originated in a large company
Staff	This term is most often used to describe the white-collar workers usually full time employee- of an organization, as opposed to blue-workers. The term refers to a different of status in term of pay, condition of employment and fringe benefits.(b) the managerial activities of identifying work requirements within an organization; determining the numbers of people and the skills mix necessary to do the work; and recruiting, selecting and promoting qualified candidates
Staff appraisal	The assessment of how well a member of staff is doing. It is usual to include a performance appraisal interview as part of this process
Staff association	In terms of industrial relations a staff association is equivalent to a company to a company union as it usually has no powers of collective bargaining on pay and conditions of employment. It also has the function of organizing social activities for staff
Staff authority	Management functions of advertising, recommending, and counseling line managers and others in the organization; it provides specialized expertise and is not directly related to achieving the strategic goals of the organization
Staff inspection	a job analysis of all staff positions in an organization as the first step in a process of rationalization
Staff Management	The management of staff in an organization (2). Managers who have a specialist service or advisory support function and are not in the chain of command of the organization's hierarchy
Staff Manager	the level of management that helps line managers achieves bottom-line results while only indirectly contributing to the outcome
Stakeholders	the group or individuals who have an interest in the performance of the enterprise and how it uses its resources, including employees, customers and shareholders
Standard hour	In work study this term refers to a unit of work rather than time. It is the measure of the performance of a standard operator for a given task over one hour
Standardization	The process of production that provides standard machine parts through a wide variety of manufacturing. This is one of the bases of Mass Production. The process of setting generally acceptable standards of product of quality
State intervention	the intervention by government, either directly or indirectly, in the working of the economy
State-of –the Art	The very latest product in its field
Statistical process control	The use of statistical techniques to determine the acceptable limits of variation of quality of a given product, usually involving random sampling of the output. (b) An operations management monitoring tool that uses quantitative methods and procedures to evaluate transformation operations and to detect and eliminate deviations
Statistics	a form of mathematics used on data gathered in studying behavior and by which investigators evaluate their findings and make inferences of wider implication than their study sample
Status	The standing of an individual in an organization. This is based on the amount of respect he is accorded by other people, whether it is because of his position in the hierarchy or because of personal qualities like charisma. The standing of a document under discussion. How formal or official is it and what is the appropriate way or responding to it?
Storming stage	a stage in team development in which team members voice their differences about team goals and procedures
Strategic action plan	Management plans based on macro approaches for analyzing organizational features, resources, and the environment and establishing long-term corporate wide action programs to accomplish the stated objectives in light of that analysis
Strategic alliances	cooperative arrangements between competitors or potential competitors form joint venture or collaboration between firms on specific projects

Strategic compensation	compensation practices that best support the firm's business strategy
Strategic decision	decisions that have a long-term perspective of two or five years and affect the entire organization
Strategic HR Planning (SHRP)	The development of a vision about where the company wants to be and how it can use human resources to get there. (b) an approach to human resource management that has the goal of using people most wisely with respect to the strategic needs of the organization, ensuring that people from all the levels of the organization are working to implement the strategy of the business effectively
Strategic intent	the firm's internally focused definition of how the firm intends to use its resources, capabilities, and core competencies to win competitive battles
Strategic job analysis	future-oriented analysis that identify skill and ability requirements for jobs that do not yet exist
Strategic Managers	the firm's senior executive who are responsible for overall management
Strategic Meeting	bringing people from different departments or divisions together to synchronize plans and objectives and to coordinate activities
Strategic Mission	the firm's externally focused definition of what it plans to produce and market, utilizing its internally based core competence
Strategic Planning	the basis of a corporate plan or other broad based and long-term assessment of an organization's future
Strategizing	the management skills of focusing on the firm's key objectives and on the internal and external environments and responding in an appropriate and timely fashion
Strategy formulation	the design of an approach to achieve the firm's fashion
Stress	Physical and psychological tension and strain usually accumulated over a period of time, which threatens a person's ability to go on coping with the demands of a given situation. If it is not dealt with it will frequently result in psychosomatic disorders
Stress Interview	An interview that is deliberately conducted by the interviewer in a harsh and hostile manner with the supposed intention of testing the interviewee. It is more likely to be the sign of a man with an inferiority complex testing his manhood
Structural change	deep-seated changes that affect very structure of a society, like the industrial inventory
Structural unemployment	unemployment that arises from the changing structure of an industry or society (e.g. in the pattern of demand) that is long term or even permanent, as opposed to seasonal unemployment or unemployment that is a temporary reflection of prevailing economic conditions
Structured interview	An interview in which the interviewee is led through a fixed series of topics based on a set of prepared questions, often raised in a particular order. This method emphasizes comparability of respondents at the expense of flexibility for the interviewer and scope for amplifying answers by the interviewee
Subcontracting	the practice of making an agreement between the main contractor responsible for a project and another organization which will subcontract to carry out part on it
Subculture	a term borrowed from anthropology by sociology to denote a culture within a culture, i.e. one which shares most of the main features and values of the parent while retaining special characteristics of its own
Supernumerary	someone who is surplus to requirements for an organization at a given time and place, e.g. result of over manning
Supervisor	anyone who supervises the work of others, although a supervisor, like a Forman, is usually regarded as being on the first level of line management in the hierarchy of an organization
Survey research	A technique for gathering data from large numbers of people by the use of questionnaires and using statistical sampling methods. SWOT (Strengths-Weakness –opportunities-threats Analysis): a strategic management tool to evaluate the firm, which is accomplished by identifying its strengths and weakness, identifying its opportunities and threats, and cross-matching strengths with opportunities, weakness with the threats strengths with threats, and weakness with opportunities
Sympathy	The ability to feel with someone. It is an emotional experience as compared to empathy
Syndicate	A group of individuals or organizations who combine for some common goal which is to

T

T-Group	a form of sensitivity training
Tactical action plans	Management action plan at the division or department level that indicates what activities must be performed, when they must be completed, and what resources will be needed at the division or departmental level to complete the portions of the strategic action plan that fall under the purview of that particular organizational subunit
Tactical decisions	decisions that have a short-term perspective of one year or less and focus on subunits of the organization, such as departments or project teams
Tactical Managers	the firm's management staff who are responsible for translating the general goals and plan developed by strategic managers into specific objectives and activities
Tactical Planning	Short- to middle-range business planning that addresses issues associated with the growth of current or new operations, as well as with any specific problems that might disrupt the pace of planned growth. Also known as operational planning
Talent inventory	the human resources skills, abilities and potential, and analyzes how those resources are currently being used
Tangible resources	assets that can be quantified and observed, including, financial resources, physical assets, and manpower
Task	The major element of work that makes up a job. Each task in a job description is intended to contribute to the overall objectives of the job
Task	The major element of work that makes up a job. Each task in a job description is intended to contribute to the overall objectives of the job
Task analysis	the analysis of a task into its constituent operations for the purposes of identifying the skills involved and the training necessary to improve them
Task facilitating role	the team-member role with the priority of helping the team accomplishments and performance results
Task force	a temporary interdepartmental group formed to study an issue and make recommendations. (b) A group of people who are brought together for a particular task, usually involving a special project or unusual problem. The group is normally disbanded when the task has been successfully completed
Task Identity	the extent to which a task is composed of a single, whole and identifiable piece of work
Task leader	the individual who may emerge in a small group as the person who tries to keep the attention of the group focused on its task and who tries to ensure that it gets done
Tax avoidance	the legal attempt to reduce the burden of taxation on an individual or organization
Tax deductible	any business expense that can be deducted from income before the calculation of tax due
Taylor F.W (1856- 1915)	An American engineer who invented work study and founded the scientific Management approach to the world of work (sometimes known as Taylorism) at the beginning of the twentieth century. He placed great emphasis on analyzing the constituents operations of a task down to the finest details. Taylor also saw the importance of good selection and training procedures and argued for better communication between management and the shop floor and better cooperation in general both sides of industry
Team	a small number of people with complementary skills, who are committed to a common purpose, a set of performance goals, and an approach for which they hold themselves mutually accountable
Team building	A technique that aims to help work groups by improving the quality of their member's interpersonal relations as well as their skills at solving problems and accomplishing their task. This is usually done with the aid of an external consultancy which will diagnose the way the work group functions, helping members to identify difficulties and suggest improvements
Team cohesiveness	the extent to which members feel a high degree of camaraderie, team spirit and sense of unity
Team norms	shared beliefs that regulate the behavior of team members
Technology	The means of transforming inputs into products. (b) The practical application of scientific

Technology transfer	innovation to industry
	the transfer of a technology from an area in which it has been successfully applied to an area in which it has not yet been tried
Telecommunication	any form of communication by electronic means
Teleconference	a discussion or conference where participants are geographically scattered and linked by means of telecommunication such as audio conferencing or video conferencing
Telephone interviewing	an adaptation of the interview technique used in survey research where face- to face interviewing is not possible or advisable
Test Marketing	a form of pilot study on a new product, where it is tried out in a limited area first in order to see whether it would be worth marketing more widely
Thematic Apperception Test	A projective technique developed in the late 1930s by the American psychologist Henry Murray. It consists of vague and ambiguous drawing (usually of one or two human figures) about each of which the subject has to make up a story. The themes that may emerge from these stories are then used to diagnose areas of emotional conflict or concern in the subject. This technique has been widely used in the selection of senior management where, for example, the incidence of achievement imagery might be of particular interest
Theory X	a negative perspective on human behavior(b) in the terminology of Douglas McGregor this describe the rational-economic view of the human nature that people only work when they have to and therefore require authoritarian management
Theory Y	In the terminology of Douglas McGregor this describes view of human nature in which people would like to be creative in their work and take more responsibility for it. They would thus be more responsive to democratic management and it's enabling function than is suggested by the proponents of theory X
Theory Z	The term suggested by the American writer on organizational theory William Ouchi for western adaptation of Japanese Management practices. The theory Z organization is distinguished by several important features: 1. life time employment; 2. relatively slow promotion; 3. Concern for the whole person;4. Informal control and leadership; 5. Individual responsibility; 6. Consensual decision-making;7. Relatively less specialization. There is some evidence that theory Z organizations have less absenteeism, greater productivity and better quality output than others
Time budget	the preparation of a detailed timetable of work activities in order to help improve time management and efficiency
Time horizon	the degree to which the planning of an organization or an individual manager extends into the future
Time in Lieu	a period of time off work, usually taken at the employees discretion, to make up for time worked over and above normal working hours, i.e., an exchange of time for the money that would have been paid for working an overtime rate
Time sharing	a situation in which two or more people or organizations make use of the same piece of equipment (particularly a computer) in order to share costs and to maximize use of the resource
Tolerance for ambiguity	the ability to live with a situation that is not clear cut, where different interpretations of what is happening are possible and where the outlook is observe, in sum the ability to accept complexity in human affairs without seeking the comfort of simplistic solutions. In psychology, high tolerance for ambiguity is usually seen as a sing of psychological health and maturity
Top-down change	organizational change that is initiated by managers
Total factor productivity	the measurement of how well an organization utilizes all o f its resources, such as capital, labor, materials, or energy, to produce its outputs
Total Quality Management (TQM)	An organization wide management approach that focuses on quality as an over searching goal. The basis of this approach is the understanding that all employees and organizational units should be working harmoniously to satisfy the customer. (b) An approach to and concern for quality which pervades the organization from to bottom. It was originally introduced to Japan in the aftermath of the Second World War by the American engineers W Edwards Deming and Joseph Duran. It is based on close attention to detail, self-

Training	monitoring by workers at each step and a passionate commitment to quality as part of an organization's identity, and which is internalized by everyone in it. This approach is customer driven and aims for Zero in it. This approach is customer driven and aims for zero defects, while being imbued with the spirit of Kaizen or continuous improvement
	An area of personnel management concerned with making the best use of the Human Resources in an organization by providing them with the appropriate instruction to acquire the necessary skills for their jobs. (2) Planned programs designed to improve performance at the individual, group and or organizational levels
Training and development phase of training	the phase of training whose purpose is to design the environment in which to achieve the objectives defined in the assessment phase by choosing methods and techniques and by delivering them in a supportive environment based on sound principles of learning
Training Outcome	the effectiveness of a training program based on cognitive, skill-based, affective, and results outcomes
Training paradox	the seemingly contradictory fact that training employees to develop their skills and improve their performance increases their employability outside the company while simultaneously increasing their job security and desire to stay with their current employer
Trait	any enduring characteristic of an individual's personality
Trait Appraisal instrument	Performance appraisal tools that evaluate employees based on worker characteristic that tend to be consistent and enduring, such as decisiveness, reliability energy, and loyalty
Trait Theory	any approach to the study of leadership which emphasizes the importance of trying to identify distinguishing characteristic or traits of personality common to successful leaders
Transactional leaders	leaders who use legitimate, coercive, or reward powers to elicit obedience and attempt to instill in followers the ability to question standard modes of operation
Transfer	the extent to which competencies learned in training can be applied on the job
Transfer of Training	The process whereby the learning achieved in one situation is transferred to another situation. This can have positive effects (knowing Spanish aids the learning of Italian) or sometimes negative effects (knowing how to steer a car is detrimental to steering a boat with a tiller).
Transformational leadership	a leadership style characterized by the ability to bring about significant change in an organization, such as a change in vision, strategy or culture
Trust	the willingness of one team members to increase his or her vulnerability to the actions of another person whose behavior he or she cannot control
Trust –control dilemma	the basic problem of delegation faced, at any level, by a manager in an organization of how much trust to have in the subordinate to whom the work is delegated and how much control, if any of the work to retain
Tuition assistance programs	support by the firm for employees' education and development by covering the cost of tuition and other fees for seminars, workshops and continuing education programs
Turnkey project	a specialized type of exporting in which the firm handles the design, construction, start-up operations, and workforce training of foreign plant, and a local client is handed the key to a plant that is fully operational
Turnover	The amount of sales revenue achieved or business transacted during a given period of time. 2. Loss of people from and appointments to the work force during a given period of time. 3. The Through put of stock in either manufacturing production or in services
Two-step communication of	the idea that the mass media of communication first influence the opinion leaders in a community who in turn influence the opinions and attitudes of others
Two-way communication	communication channels that provide for feedback
Type a personality	A set of personality characteristics that have been linked to a particular susceptibility to heart disease. These characteristics include being impatient, always rushing, trying to do too many things at once, walking, talking and eating fast, being hard-driving at work, having few interests, outside work and hiding feeling, type A personality in always contracted with type B personality
Type B Personality	a set of personality characteristics that are the opposite of type a personality and therefore considered to be much less susceptible to hear disease. These characteristics include being casual about appointment, being a good listener, never feeling rushed, slow and deliberate in manner and speech, easy-going many interests outside work and able to express feelings.

Both types A and B are extreme instances and people would generally fall somewhere between the two

U

Uncertainty	the condition when incomplete information is available and must be to make a management decision
Unconscious	This is the most important concept in psychoanalysis. It is the region of the psyche that contains impulses and desires which are too threaten to be allowed into consciousness and from which they have been repressed or inhibited from entering. The effects of this repression and inhibition are expressed in conscious (and never claimed to have done so), he systematically probed the dynamic mechanisms involved in its relationship with the conscious psyche, and did more than anymore else to expose the great amount of irrationality in human affairs. Unfair dismissal: the verdict of an industrial tribunal which is sought by an employee who feels he has been wrongfully dismissed by his employer. The employer has to show that the dismissal was fair and legal
Unit of Command	In organizational theory, this is the principle that each member of an organization should report to only one person. (2) The management concept that a subordinate should have only one direct supervisor and a decision can be traced back through subordinates to the manager who originated it
Unstructured interview	An interview which is not guided by a set of fixed questions, or perhaps even topics from the interviewer but in which as free and open a discussion as possible is encouraged within the constraints of time and the objective of the interview. This method emphasizes flexibility for the interviewer and scope for expression by the interviewee, at the expense of comparability across respondents. In practice most interview of whatever kind fall somewhere between the completely unstructured interview and the totally structured interview
Upward Communication	communication from lower level, of employees up to senior Management in the hierarchy of an organization. A much difficult proposition than either downward communication or horizontal communication.(b) sending a message from a position lower in the hierarchy to a receiver higher in the hierarchy
Utilitarianism	a means of making decisions based on what is good for the greatest number of people

V

Validity	the measurement of how well a technique used to assess candidates is related to performance in the job
Value	chain analysis: strategic management analysis that breaks the firm down into a sequential series of activities and attempts to identify the value-added of each activity
Variance	In statistic this is the square of the standard deviation. It is used to measure the spread of scores in a particular test or experiment
Venture capitalists	financial investors who specialize in making loans to entrepreneurs that have the potential for rapid growth but are in high-risk situations with few assets and would therefore not qualify for commercial bank loans
Vertical Communication	a term applied to downward communication, though more usually to upward communication in an organization
Vertical dimension	the organization structure element that indicates who has the authority to make decisions who is expected to supervise which subordinates
Vertical integration	The process whereby a company extends its business interests into each stages of production of or sales, of its products. Though sometimes a company is able to do this for it, it is usually accomplished by some form of merger with, or takeover or another firm concerned with a different stage of the same product, e.g. a publisher may take over a bookshop
Vertical integration strategy	a form of diversification strategy in which a firm integrates vertically by acquiring businesses that are supply channels or distributors to the primary business; producing its own inputs is backward integration, and distributing its own output is backward integration, and distributing its own outputs is forward integration
Videoconferencing	a teleconference using video, as well as audio, means of communication
Virtual Corporation	a new organization form in which teams of specialists come together through technology to work on a project, and disband when the project is finished
Virtual teams	Groups that use interactive computer technologies such as the internet, groupware (software that permits people at different computer workstations to collaborate on a project simultaneously) and computer-based videoconferencing to work together regardless of distance
Virtual workplace	a new organizational form based on the idea of working anytime, anywhere-in real space or in cyberspace
Visible cultural	the aspect of culture that an observer can hear, feel or see
Visioning	conceptualizing what should be happening in the future, and having the ability to excite and inspire others in making the vision a reality
Visual search	in ergonomics, this term refers to the process of scanning display of its operations on a television screen
Vocational guidance	A branch of occupational psychology which helps people to choose an occupation or a career which will be mutual benefit to them and their prospective employers. It makes use of the interview technique plus an extensive battery of psychological tests, including tests of ability, aptitude and need for achievement
Voluntary contracts	Because both parties enter the labor contract freely, one party can use the legal system to enforce the terms of the contract if the other party does not fulfill its responsibilities
Voluntary redundancy	a situation in which an employee requests or agrees to redundancy, usually in return for favorable terms of compensation
Voluntary work	unpaid work done by volunteers for a charity or similar organization
Vroom-Yetton Model	A contingency theory of leadership that uses a decision tree to identify the most appropriate leadership style for a given situation. It was developed by two American industrial psychologists, Vroom and Yetton

W

Welfare function	The basic function of personnel management which implies responsibility for the well-being of an organization's members, physical, mental and social. At the very least this will include health and safety at work but, depending on the policy of the organization, it may also include many other things, like Affirmative action Paternity leave, or the provision of a crèche for working mothers or small children
Welfare State	a country whose government accepts that it has the primary responsibility to look after the welfare of its citizens; their education health, employment and retirement in particular
White-collar crime	criminal offences associated with businessmen or white-collar workers, like embezzlement, fraud or insider dealing or the stock market
White-collar worker	Popular term for any member of staff who works in an office. The name derives from the practice of (men) wearing a white shirt to work (in the days when men wore white shirts-with white collars)
Whole method	a technique for learning in which the material is learned as a whole and each practice or repetition
Wholly owned subsidiaries	a means of entering new markets in which a firm fully owns its subsidiary in foreign countries
Wholesaling	Acting as an intermediary or middleman between the production of goods and their retailing to the general public. It usually involves the stocking of relatively large quantities of goods for onward communication
Win lose bargaining	in negotiations, the bargaining posture that assumes that the goals of the parties are irreconcilable; also known as distributive bargaining
Win Lose Style	negotiating style used when there is a single issue that consists of a fixed amount of resources in which one party attempts to gain at the expense of the other
Win-Win bargaining	in negotiation the bargaining posture that assumes that the goals of the parties are not mutually exclusive, that it is possible for both sides to achieve their objective
Win-Win style	Negotiating style requiring all interested parties to convert a potential conflict into a problem-solving process in which each party seeks to identify common, shared common, shared or joint goals
Work	Any kind of purposive activity whether paid or unpaid, full time or part time, formal or informal. With reference to an organization it is used about the operations involved in a particular job or task
Work design	the part of the job design process that is concerned with the actual working operations, as opposed to the personnel management aspects
Workers compensation programs	programs that provide payments to workers who are injured on the job, or who contract a work-related illness
Workers sample tests	standardized measures of behavior whose primary objective is to assess the ability to do rather than the ability to know through miniature replicas of actual job requirements
Work experience	a period of time spent doing unpaid work in a workplace environment by young people about to leave school, as preparation for future employment
Work flow	the arrangement of jobs in a particular sequence intended to help an organization run smoothly and productively
Work Group	Members of a group who are held accountable for individual work, but they are not responsible for the output of the entire group
Working class	the principal productive force of modern society, the main driving force of the transition from capitalism to socialism and communism
Work life program	an employer-sponsored benefit or working condition that helps employees to balance work and non-work demands
Work Measurement	an integral part of the work study, process in which a variety of (subjective) methods, like work sampling, are used to fix a standard time for the acceptable performance of a given task by a trained worker
Work organization	any organization which, in the course of trying to fulfill its goals gives paid employment (whether full-time or part time) to one or more workers
Work Planning	identification of the numbers of employees and the skills needed to perform available jobs,

Work Sampling	based on an understanding of available competencies and change in jobs required by corporate goals a technique used in work measurement and work study for obtaining information about a particular job or task by the sampling (usually Random Sampling) from the work activities at various times rather than by continuous observation
Work simplification	a process used in organization and methods or work study where a system of work is it's examined to see if unnecessary expenditure of energy can be removed
Work utilization	a means of identifying whether the composition of the workforce-measured by race and sex-employed in a particular job category in a particular firm represents the composition of the entire labor market available to perform that job

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