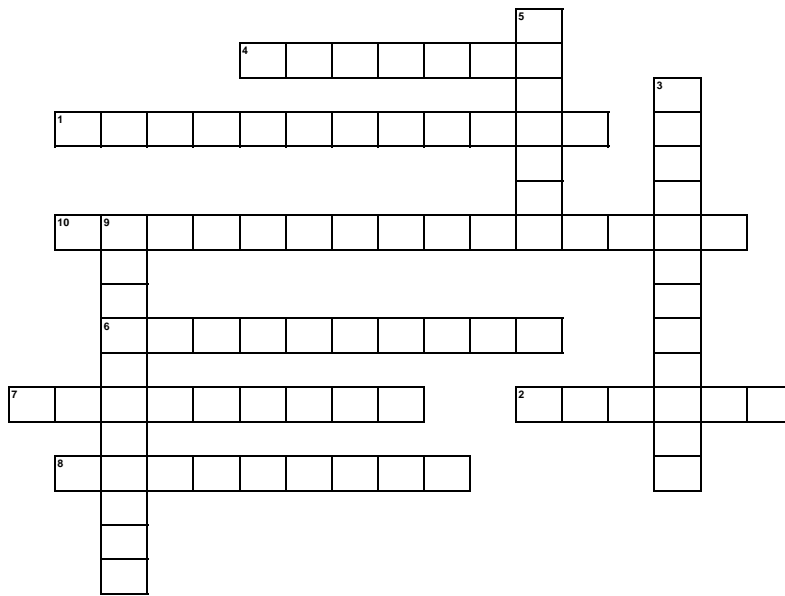


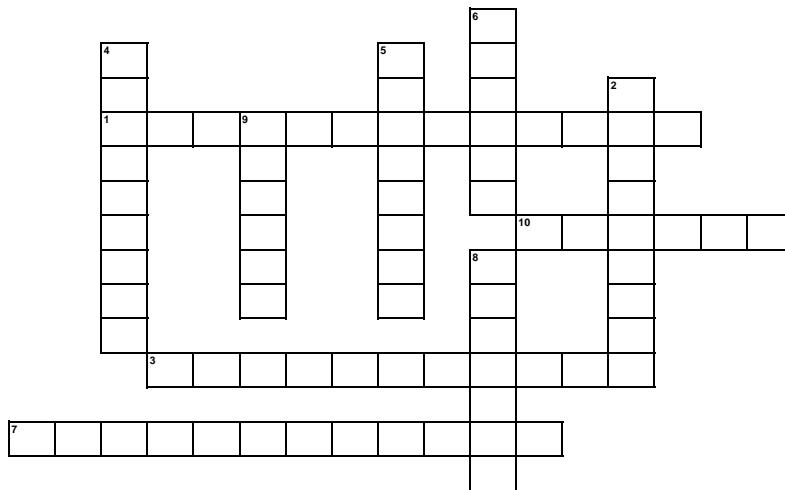
Chapter 1

1. The attainment of organizational goals in an effective and efficient manner through planning, organizing, leading and controlling organizational resource. (10)
2. The management function concerned with defining goals for future organizational performance and deciding on the tasks and resources needed to attain them. (8)
3. The management function concerned with assigning tasks, grouping tasks into departments, and allocating resources) to departments. (10)
4. The management function that involves the use of influence to motivate employees to achieve the organization's goals. (7)
5. The management function concerned with monitoring employees' activities, keeping the organization on track toward its goals, and making corrections as needed. (11)
6. The degree to which the organization achieves a stated goal. (13)
7. The use of minimal resources – raw materials, money and people – to produce a desired volume of output. (10)
8. The organization's ability to attain its goals by using resources in an efficient and effective manner. (11)
9. The cognitive ability to see the organization as a whole system and the relationships among its parts. (10,5)
10. The ability to work with and through other people and to work effectively as a group member. (5,5)



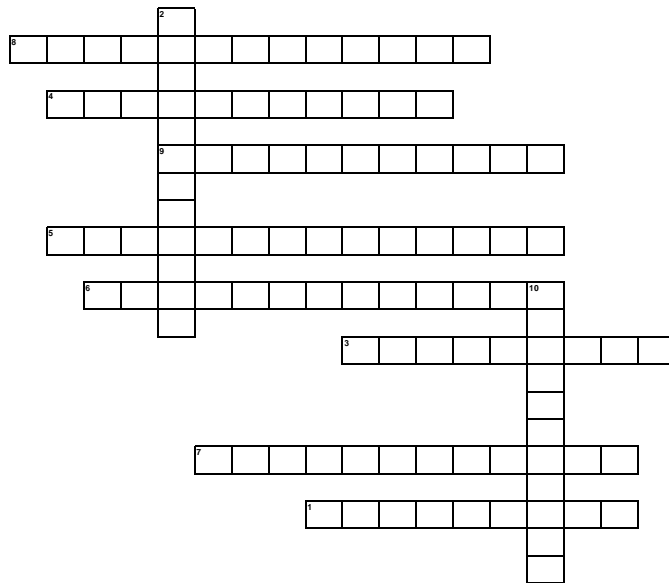
Chapter 2

1. The aspects of a culture that guide and influence relationships among people – their values, needs, and standards of behaviour. (6,6)
2. A set of interrelated parts that function as a whole to achieve a common purpose. (6)
3. A system that does not interact with the external environment. (6,6)
4. The tendency for a system to run down and die. (7)
5. The concept that the whole is greater than the sum of its parts. (7)
6. Parts of a system that depend on one another for their functioning. (10)
7. Work an organization does by using electronic linkages. (1,8)
8. Business exchanges or transactions that occur electronically. (1,8)
9. Contracting out selected functions or activities of an organization to other organizations that can do the work more cost efficiently. (11)
10. An extension of the humanistic perspective in which the successful resolution of organizational problems is thought to key variations in the situation at hand. (11,4)



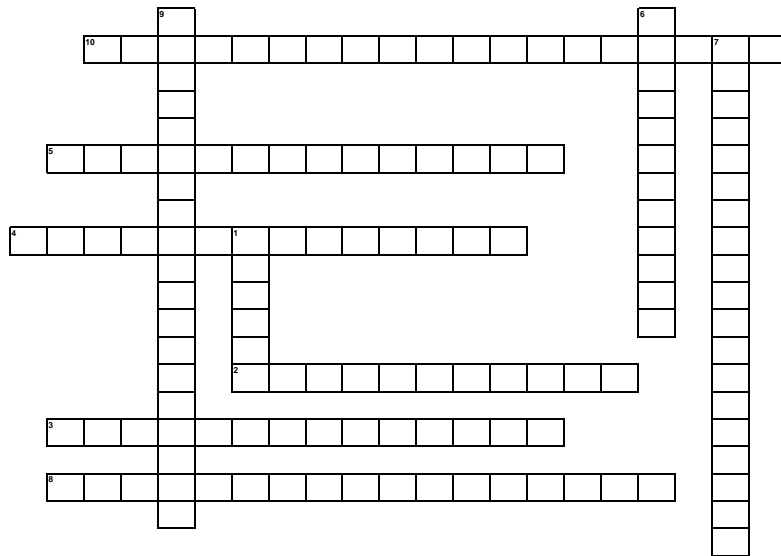
Chapter 3

1. An interest group that works within the legal-political framework to influence companies to behave in socially responsible ways. (8,5)
2. People and organizations in the environment who acquire goods or services from the organization. (9)
3. Other organizations in the same industry or type of business that provide goods or services to the same set of customers. (11)
4. People and organizations who provide the raw materials the organization uses to produce its output. (9)
5. A planned activity at a special event that is conducted for the benefit of an audience. (8)
6. The combining of two or more organizations into one. (6)
7. A strategic alliance or programme by two or more organizations. (5,7)
8. The set of key values, beliefs, understandings and norms that members of an organization share. (7)
9. An object, act or event that conveys meaning to others. (6)
10. A phrase or sentence that succinctly expresses a key corporate value. (6)



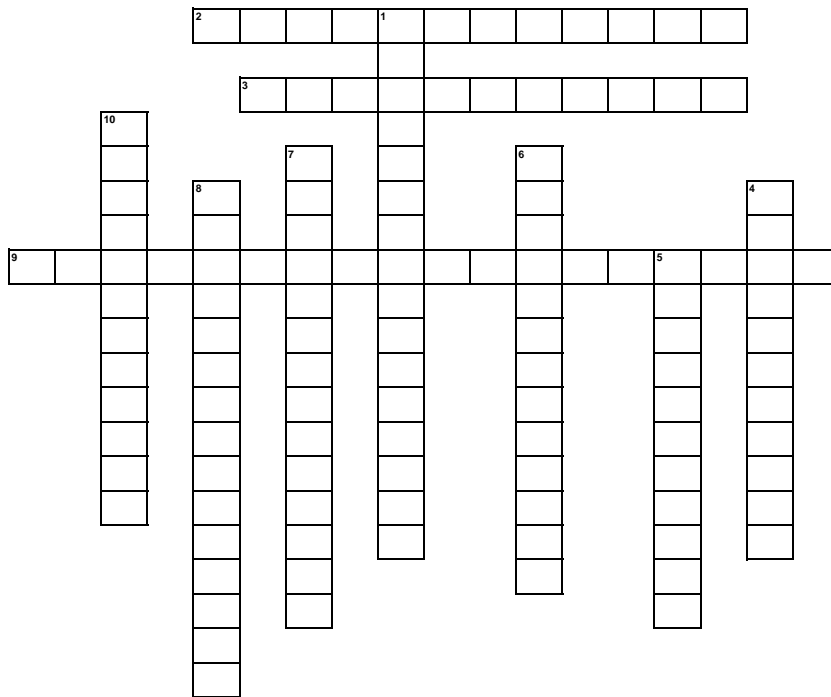
Chapter 4

1. An entry strategy in which the organization maintains its production facilities within its home country and transfers its products for sale in foreign countries. (9)
2. The barter of products for other products rather than their sale for currency. (12)
3. An entry strategy in which an organization in one country makes certain resources available to companies in another to participate in the production and sale of its products abroad. (9)
4. A form of licensing in which an organization provides its foreign franchisees with a complete package of materials and services. (11)
5. A country's physical facilities that support economic activities. (14)
6. A preference for a loosely knit social framework in which individuals are expected to take care of themselves. (13)
7. A preference for a tightly knit social framework in which individuals look after one another and organizations protect their members' interests. (12)
8. A cultural attitude marked by the tendency to regard one's own culture as superior to others. (13)
9. Employees who live and work in a country other than their own. (11)
10. A cultural preference for achievement, heroism, assertiveness, work centrality and material success. (11)



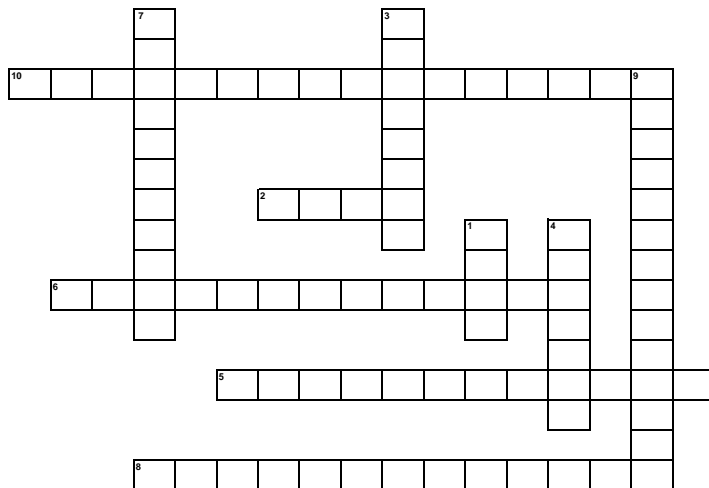
Chapter 5

1. The code of moral principles and values that governs the behaviours of a person or group with respect to what is right or wrong. (6)
2. Any group within or outside the organization that has a stake in the organization's performance. (11)
3. Economic development that generates wealth and meets the needs of the current population while preserving the environment for the needs of future generations. (14)
4. The disclosure by an employee of illegal, immoral or illegitimate practices by the organization. (6,7)
5. Training programmes to help employees deal with ethical questions and values. (6,8)
6. A formal statement of the organization's values regarding ethics and social issues. (4,2,6)
7. The concept that individuals should be compensated for the cost of their injuries by the party responsible and also that individuals should not be held responsible for matters over which they have no control. (12,7)
8. The concept that rules should be clearly stated and consistently and impartially enforced. (10,7)
9. The concept that different treatment of people should not be based on arbitrary characteristics. In the case of substantive differences, people should be treated differently in proportion to the differences among them. (12,7)
10. The ethical concept that moral behaviours produce the greatest good for the greatest number. (11,8)



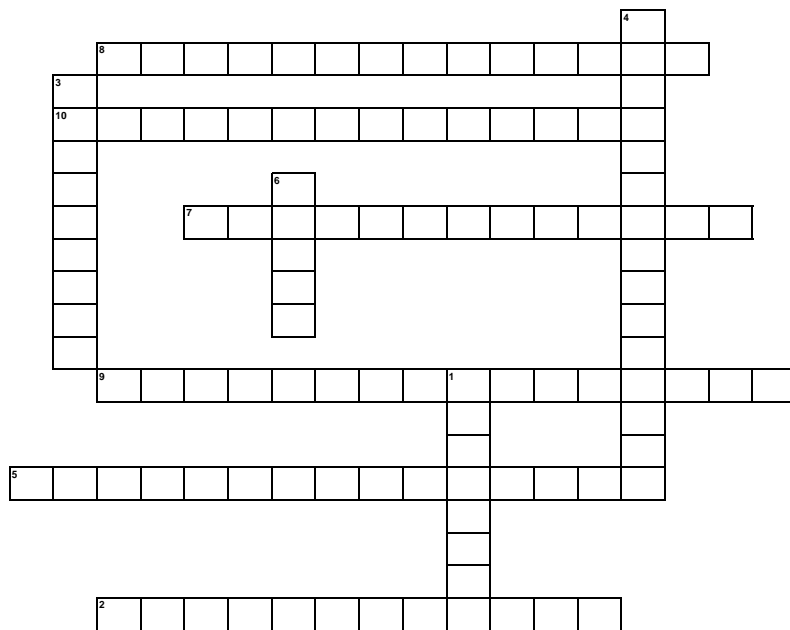
Chapter 6

1. The process of initiating a business venture, organizing the necessary resources and assuming the associated risks and rewards. (16)
2. Someone who recognizes a viable idea for a business product or service and carries it out. (12)
3. An unincorporated business owned by two or more people. (11)
4. An artificial entity created by the state and existing apart from its owners. (12)
5. An arrangement by which the owner of a product or service allows others to purchase the right to distribute the product or service with help from the owner. (11)
6. Borrowing money that has to be repaid at a later date in order to start a business. (4, 9)
7. Financing provided by a wealthy individual who believes in the idea for a start-up and provides personal funds and advice to help the business get started. (5, 9)
8. Financing that consists of funds that are invested in exchange for ownership in the company. (6, 9)
9. A group of companies or individuals that invests money in new or expanding businesses for ownership and potential profits. (7, 7, 4)
10. A document specifying the business details prepared by an entrepreneur prior to opening a new business. (8,4)



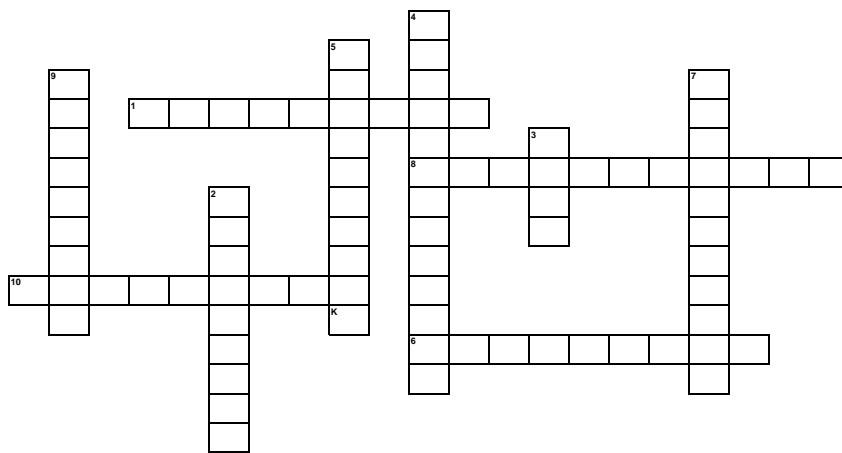
Chapter 7

1. A desired future state that the organization attempts to realize. (4)
2. A blueprint specifying the resource allocations, schedules, and other actions necessary for attaining goals. (4)
3. The act of determining the organization's goals and the means for achieving them. (8)
4. The organization's reason for existence.(7)
5. A reasonable yet highly ambitious, compelling goal that energizes people and inspires excellence. (7,4)
6. Ongoing plans that are used to provide guidance for tasks performed repeatedly within the organization. (8,5)
7. A visual representation of the key drivers of an organization's success, showing the cause-and effect relationships among goals and plans. (8,3)
8. Goals that define the outcomes that major divisions and departments must achieve for the organization to reach its overall goals. (8,5)
9. The action steps by which an organization intends to attain strategic goals. (9,5)
10. Plans developed at the organization's lower levels that specify action steps toward achieving operational goals and that support tactical planning activities. (11,5)



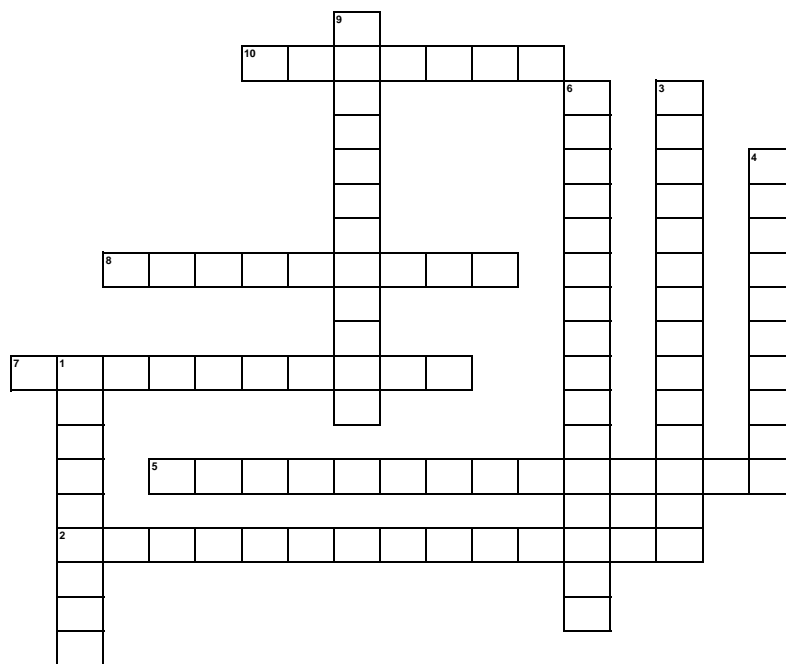
Chapter 8

1. The plan of action that prescribes resource allocation and other activities for dealing with the environment, achieving a competitive advantage and attaining organizational goals. (8)
2. Analysis of the strengths, weaknesses, opportunities, and threats (SWOT) that affect organizational performance. (4,8)
3. A concept developed by the Boston Consulting Group that evaluates strategic business units with respect to the dimensions of business growth rate and market share. (3,6)
4. A strategy of moving into new lines of business. (15)
5. A type of competitive strategy with which the organization seeks to distinguish its products or services from that of competitors. (15)
6. A type of competitive strategy that emphasizes concentration on a specific regional market or buyer group. (5)
7. The standardization of product design and advertising strategies throughout the world. (13)
8. A type of competitive strategy with which the organization aggressively seeks efficient facilities, cuts costs and employs tight cost controls to be more efficient than competitors. (4,10)
9. The organization's mix of strategic business units and product lines that fit together in such a way as to provide the corporation with synergy and competitive advantage. (10,8)
10. A business activity that an organization does particularly well in comparison to competitors. (4,10)



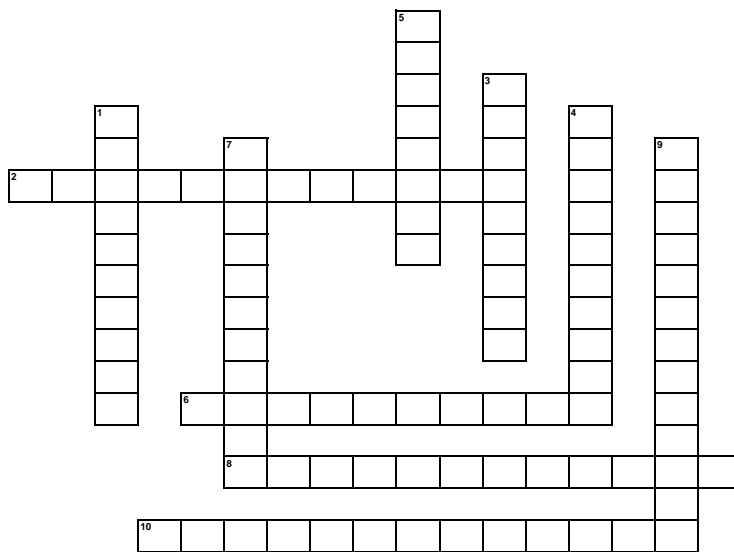
Chapter 9

1. The step in the decisionmaking process in which managers analyze underlying causal factors associated with the decision situation. (9)
2. The situation in which all the information the decisionmaker needs is fully available. (9)
3. A situation in which a decision has clear-cut goals and good information is available, but the future outcomes associated with each alternative are subject to chance. (4)
4. A technique that uses a face-to-face group to spontaneously suggest a broad range of alternatives for decision-making.(13)
5. The tendency of people in groups to suppress contrary opinions. (10)
6. An approach that defines how a decision-maker should make decisions and provides guidelines for reaching an ideal outcome for the organization. (9)
7. An approach that describes how managers actually make decisions rather than how they should make decisions according to a theoretical ideal. (11)
8. To choose the first solution alternative that satisfies minimal decision criteria, regardless of whether better solutions are presumed to exist. (11)
9. The immediate comprehension of a decision situation based on past experience but without conscious thought. (9)
10. An informal alliance among managers who support a specific goal. (9)



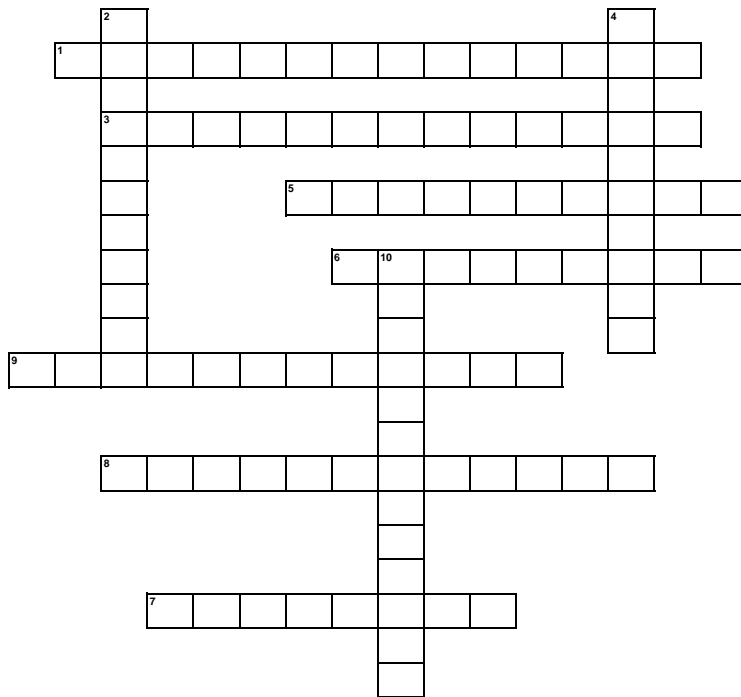
Chapter 10

1. The formal and legitimate right of a manager to make decisions, issue orders and allocate resources to achieve organizationally desired outcomes. (9)
2. The duty to perform the task or activity an employee has been assigned.(14)
3. The fact that the people with authority and responsibility are subject to reporting and justifying task outcomes to those above them in the chain of command. (14)
4. The process managers use to transfer authority and responsibility to positions below them in the hierarchy. (10)
5. The location of decision authority near top organizational levels. (14)
6. The location of decision authority near lower organizational levels. (16)
7. The product or functional boss, responsible for one side of the matrix. (6,4)
8. The overseer of both the product and functional chains of command, responsible for the entire matrix. (3,6)
9. The quality of collaboration across departments. (12)
10. An organized group of related tasks and activities that work together to transform inputs into outputs and create value. (7)



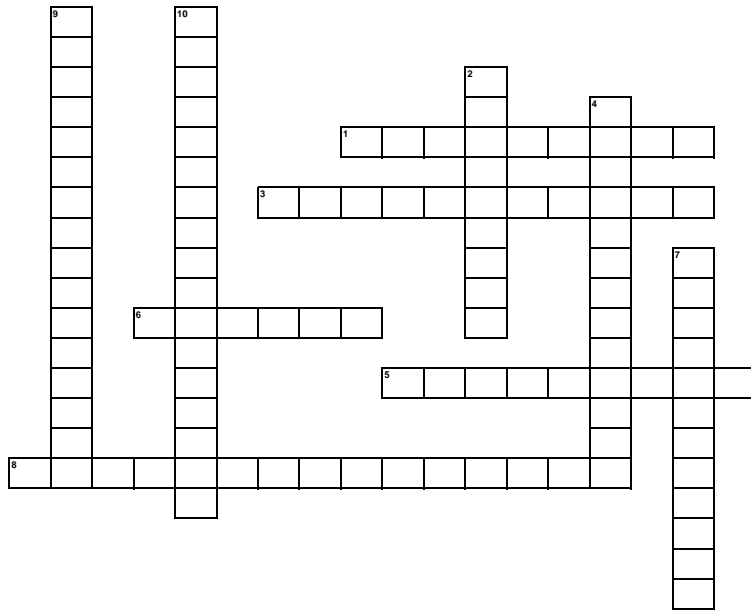
Chapter 11

1. The generation of novel ideas that might meet perceived needs or offer opportunities for the organization. (10)
2. A person who sees the need for and champions productive change within the organization. (4,8)
3. A separate small, informal, highly autonomous and often secretive group that focuses on breakthrough ideas for the business. (10)
4. The stage of organization development in which participants are made aware of problems to increase their willingness to change their behaviour. (10)
5. The intervention stage of organization development in which individuals experiment with new workplace behaviour. (8)
6. The reinforcement stage of organization development in which individuals acquire a desired new skill or attitude and are rewarded for it by the organization. (10)
7. An OD specialist who contracts with an organization to facilitate change. (6,5)
8. A type of OD intervention that enhances the cohesiveness of departments by helping members learn to function as a team. (4,8)
9. A major shift in the norms, values, attitudes and mindset of the entire organization. (7,6)
10. A change in the organization's product or service outputs. (7,6)



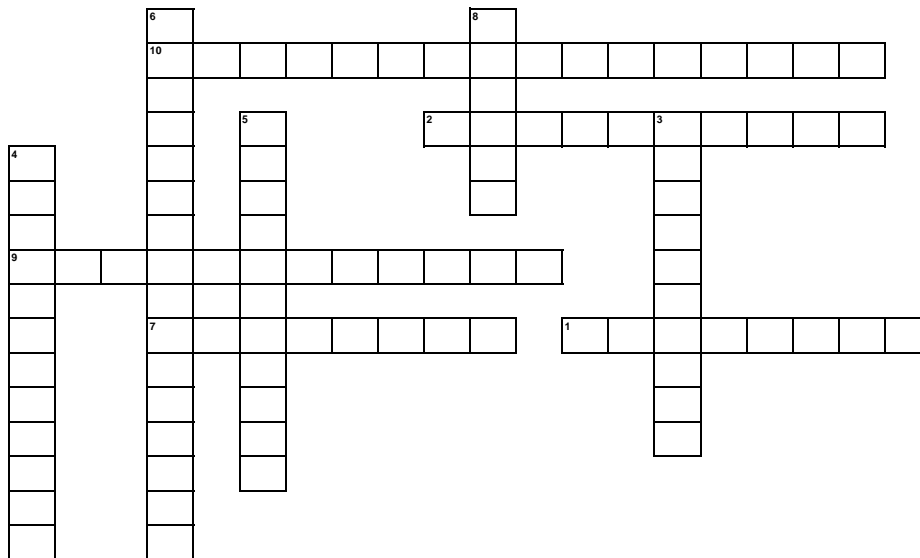
Chapter 12

1. The hiring or promoting of applicants based on criteria that are not job relevant. (14)
2. A team made up of members who are geographically or organizationally dispersed, rarely meet face-to-face and do their work using advanced information technologies. (7,4)
3. Using computers and telecommunications equipment to perform work from home or another remote location. (13)
4. Intentional, planned reduction in the size of a company's workforce. (10)
5. The activities or practices that define the desired characteristics of applicants for specific jobs. (10)
6. The process of determining the skills, abilities and other attributes a person needs to perform a particular job. (10)
7. The relationship between an applicant's score on a selection device and his or her future job performance. (8)
8. Placing an employee into a class or category based on one or a few traits or characteristics. (12)
9. Monetary payments (wages, salaries) and nonmonetary goods/commodities (benefits, vacations) used to reward employees. (12)
10. An interview conducted with departing employees to determine the reasons for their termination. (4,9)



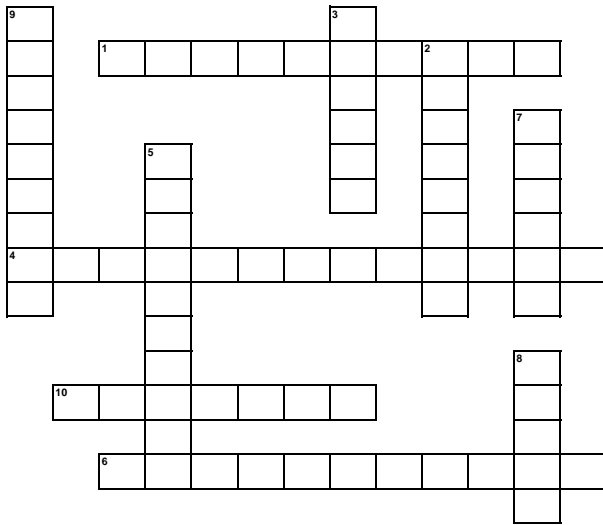
Chapter 13

1. All the ways in which employees differ (9)
2. The tendency to view people who are different as being deficient. (9)
3. A culture that accepts only one way of doing things and one set of values and beliefs. (12)
4. The sociocultural skills and attitudes used by racial minorities as they move back and forth between the dominant culture and their own ethnic or racial culture. (13)
5. An environment in which the organization accommodates several subcultures, including employees who would otherwise feel isolated and ignored. (9)
6. A higher-ranking, senior organizational member who is committed to providing upward mobility and support to a protégé's professional career. (6)
7. Invisible barrier that separates women and minorities from top management positions. (5,7)
8. The belief that groups and subcultures are inherently equal. (5,10)
9. A psychological experience of a person who, usually engaged in a task, is aware of a stereotype about his or her identify group suggesting that he or she will not perform well on that task. (10,6)
10. Government-mandated programmes that focus on providing opportunities to women and members of minority groups who previously faced discrimination. (11,6)



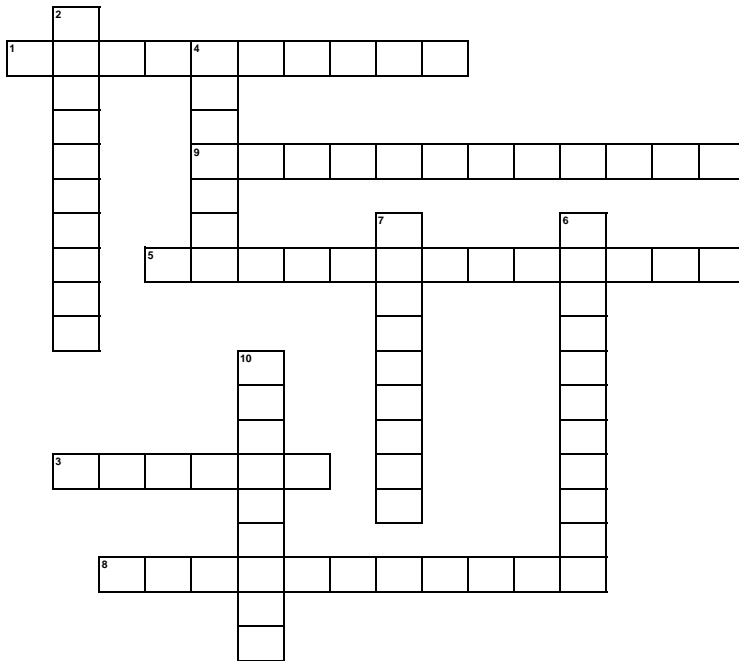
Chapter 14

1. A cognitive and affective evaluation that predisposes a person to act in a certain way. (8)
2. The cognitive process people use to make sense out of the environment by selecting, organizing and interpreting information. (10)
3. The tendency to see one's own personal traits in other people. (10)
4. Judgements about what caused a person's behaviour – either characteristics of the person or of the situation. (12)
5. The set of characteristics that underlie a relatively stable pattern of behaviour in response to ideas, objects or people in the environment. (11)
6. The tendency to direct much of one's behaviour toward the acquisition of power and the manipulation of other people for personal gain. (16)
7. A change in behaviour or performance that occurs as the result of experience. (8)
8. A physiological and emotional response to stimuli that place physical or psychological demands on an individual. (6)
9. Incompatible demands of different roles. (4,8)
10. The belief that power and status differences should exist within the organization. (16)



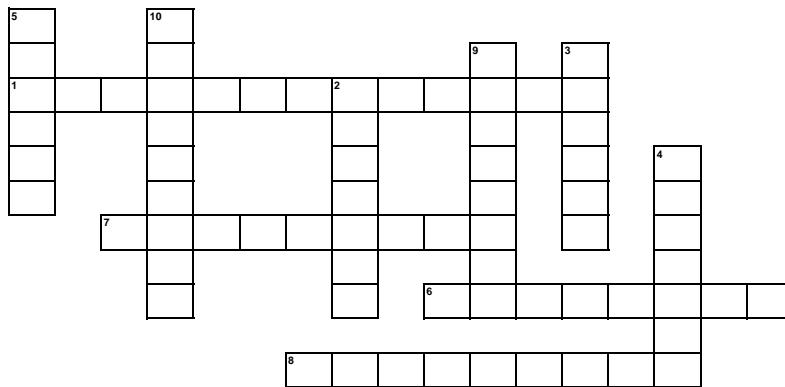
Chapter 15

1. The ability to influence people toward the attainment of organizational goals. (10)
2. Being unpretentious and modest rather than arrogant and prideful. (8)
3. Distinguishing personal characteristics, such as intelligence, values and appearance. (6)
4. A type of behaviour that describes the extent to which the leader is sensitive to subordinates, respects their ideas and feelings, and establishes mutual trust. (13)
5. A situational variable that makes a leadership style unnecessary or redundant. (10)
6. A situational variable that counteracts a leadership style and prevents the leader from displaying certain behaviours. (11)
7. An attractive, ideal future that is credible yet not readily attainable. (6)
8. The potential ability to influence others' behaviour. (5)
9. The effect a person's actions have on the attitudes, values, beliefs, or behaviour of others. (9)
10. The ability to step forward through fear and act on one's values and conscience. (7)



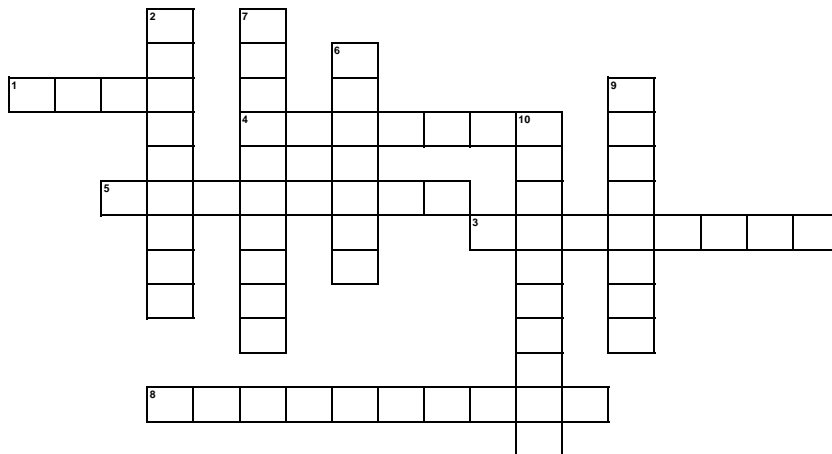
Chapter 16

1. The arousal, direction, and persistence of behaviour. (10)
2. Factors that influence job satisfaction based on fulfilment of high-level needs such as achievement, recognition, responsibility and opportunity for growth. (10)
3. A situation that exists when the ratio of one person's outcomes to inputs equals that of another's. (6)
4. The value or attraction an individual has for an outcome. (7)
5. Anything that causes a given behaviour to be repeated or inhibited. (13)
6. The delegation of power and authority to subordinates. (11)
7. The application of motivational theories to the structure of work for improving productivity and satisfaction. (3,6)
8. The assumption that positively reinforced behaviour tends to be repeated, and unreinforced or negatively reinforced behaviour tends to be inhibited. (3,2,6)
9. A process theory that focuses on individuals' perceptions of how fairly they are treated relative to others. (6,6)
10. A modification of the needs hierarchy theory that proposes three categories of needs: existence, relatedness and growth. (3,6)



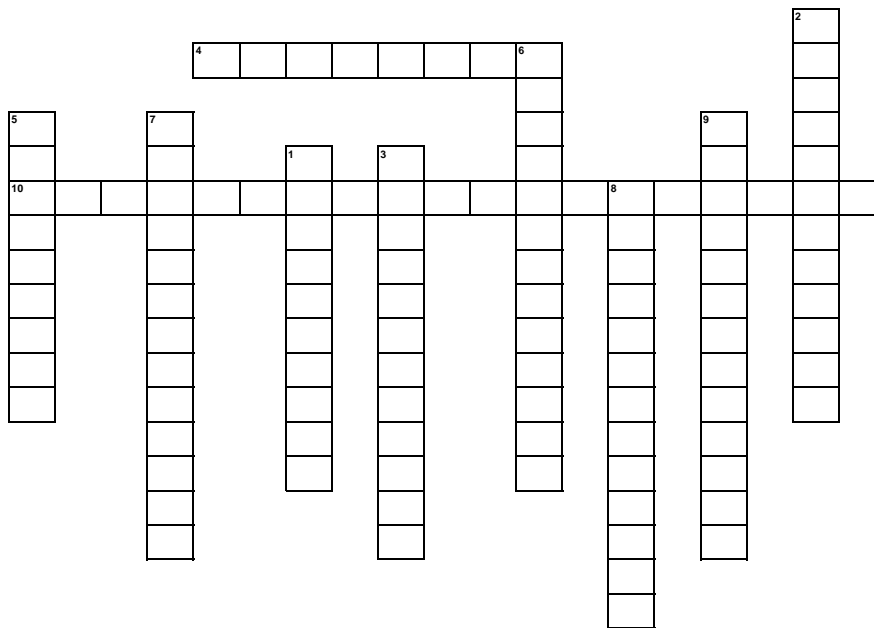
Chapter 17

1. The process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence behaviour. (13)
2. The carrier of a communication. (7)
3. To select symbols with which to compose a message. (6)
4. The tangible formulation of an idea to be sent to a receiver. (7)
5. To translate the symbols used in a message for the purpose of interpreting its meaning. (6)
6. A response by the receiver to the sender's communication. (8)
7. The skill of receiving messages to accurately grasp facts and feelings to interpret the genuine meaning. (9)
8. An informal, person-to-person communication network of employees that is not officially sanctioned by the organization. (9)
9. A group communication process aimed at creating a culture based on collaboration, fluidity, trust and commitment to shared goals. (8)
10. The meaning of words and the way they are used. (9)



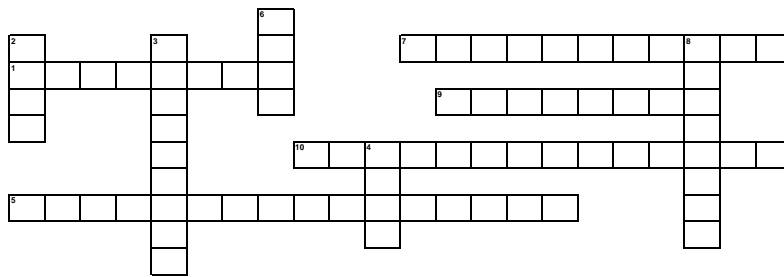
Chapter 18

1. A unit of two or more people who interact and coordinate their work to accomplish a specific goal. (4)
2. A long-lasting, sometimes permanent team in the organization structure created to deal with tasks that recur regularly. (9)
3. A role in which the individual both contributes to the team's task and supports members' emotional needs. (4,4)
4. The stage of team development characterized by orientation and acquaintance. (7)
5. The stage of team development in which individual personalities and roles, and resulting conflicts, emerge. (8)
6. The stage of team development in which conflicts developed during the storming stage are resolved and team harmony and unity emerge. (7)
7. The stage of team development in which members focus on problem solving and accomplishing the team's assigned task. (10)
8. The stage of team development in which members prepare for the team's disbandment. (10)
9. Antagonistic interaction in which one party attempts to thwart the intentions or goals of another. (8)
10. The tendency for people to be so committed to a cohesive team that they are reluctant to express contrary opinions. (10)



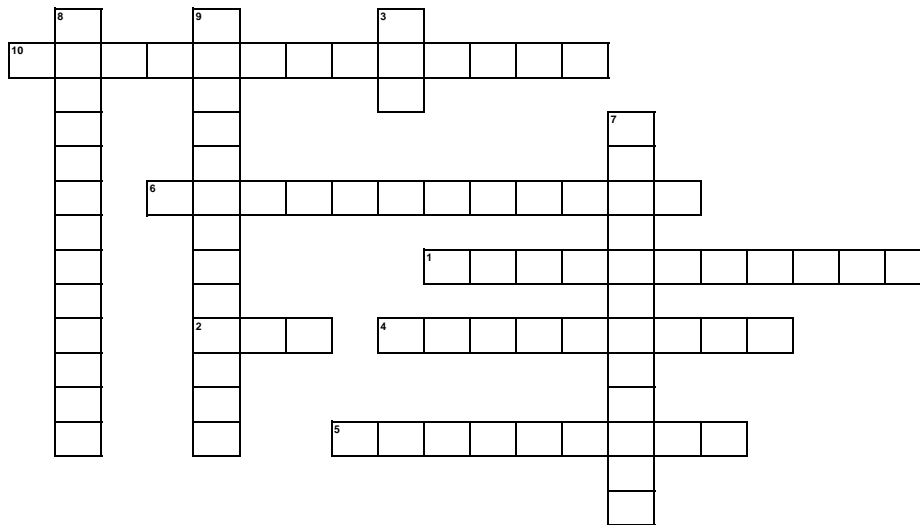
Chapter 19

1. A budget that estimates and reports cash flows on a daily or weekly basis to ensure that the company has sufficient cash to meet its obligations. (4,6)
2. A financial statement that shows the firm's financial position with respect to assets and liabilities at a specific point in time. (7,5)
3. The continuous process of measuring products, services and practices against major competitors or industry leaders. (12) leaders. (12)
4. A quality control approach that emphasizes a relentless pursuit of higher quality and lower costs. (3,5)
5. The steps taken to complete a company process. (5,4)
6. A financial ratio that measures the organization's internal performance with respect to key activities defined by management. (8,5)
7. A budget that plans and reports investments in major assets to be depreciated over several years. (7,6)
8. A budget that identifies the forecasted and actual revenues of the organization. (7,6)
9. A group of six to 12 volunteer employees who meet regularly to discuss and solve problems affecting the quality of their work. (7,6)
10. The system of governing an organization so the interests of corporate owners are protected. (9,10)



Chapter 20

1. A global collection of computer networks linked together for the exchange of data and information. (8)
2. Website that allows anyone with access, inside or outside the organization, to create, share and edit content through a simple, browser-based user interface. (4)
3. Software that works on a computer network or the internet to facilitate information sharing, collaborative work, and group decision-making. (9)
4. Web log that allows individuals to post opinions and ideas. (4)
5. Online interaction in a community format where people share personal information and photos, produce and share all sorts of information and opinions, or unify activists and raise funds. (6,10)
6. Raw, unsummarized and unanalyzed facts and figures. (4)
7. Data that have been converted into a meaningful and useful context for the receiver. (11)
8. An internal communications system that uses the technology and standards of the internet but is accessible only to people within the organization. (8)
9. An external communications system that uses the internet and is shared by two or more organizations.(8)
10. An electronic marketplace set up by an intermediary where buyers and sellers meet. (3,11)



Chapter 21

1. Purchasing supplies, services and raw materials for use in the production process. (11)
2. A production technology in which computers perform new-product design. (3)
3. A production technology in which computers help guide and control the manufacturing system. (3)
4. The goods that the organization keeps on hand for use in the production process up to the point of selling the final products to customers. (9)
5. The activities required to physically move materials into the company's operations facility and to move finished products to customers. (9)
6. Moving finished products to customers; also called order fulfilment. (12)
7. The organization's output of products and services divided by its inputs. (12)
8. A facilities layout in which machines and tasks are arranged according to the sequence of steps in the production of a single product. (7,6)
9. The heart of the organization's production of its product or service. (9,4)
10. A facilities layout in which machines that perform the same function are grouped together in one location. (7,6)