

Topic 10

Glossary

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Glossary of Terms

| Term | Definition |
|--------------------------------|--|
| Career anchor | A special ability, preferred type of work or personal drive to which a person ties his or her career. |
| Career life-cycle | The stages, often including exploration, establishment, mid-career and late career, that many people complete during the course of their working lives. |
| Coaching | A method of self-development in which a trained, experienced person helps a person who aspires to leadership in the company by offering one-on-one (or small-group) training, advice, encouragement and support. |
| Cross-organisational committee | A group of people within an organisation who have the responsibility of monitoring, co-ordinating, or advising on some aspect of the organisation's activities that is common to a number of divisions. |
| Development plan | A written document that describes a person's needs for training and skills, the relationships of those needs to the organisation's needs, and methods that will be used to assist the person to gain the required knowledge and skills. |
| Establishment | A stage in a person's career life-cycle in which the person has learnt about the job, gained acceptance of workmates and assesses whether the career choice has been successful or not. |
| Exploration | A stage in a person's career life-cycle in which the person tries to decide his or her preferred type of work and undergoes training in preparation for such a choice. |
| Hierarchy of needs | A list of human needs arranged in order from those that must be satisfied first (e.g. food, water, sleep) to those that are more abstract (e.g. justice, goodness, beauty, order and unity). |
| Job rotation | The sharing of a job or set of responsibilities between a number of people, who take turns in performing the job for a defined period. |
| Knowledge network | A group of people within an organisation who have a common work interest (e.g. a discipline, field of knowledge, or type of technology), and who use computer networks to share information about the selected area. |
| Late career | The last stage in a person's career life-cycle, in which people decide whether or not they achieved the objectives they set themselves at the start of the career path, experience changes in their family obligations, and begin to think about retirement. |
| Machiavellianism | A pattern of behaviour in which people are cynical, seek to advance their own interests, maintain an emotional distance from others, and believe that they can manipulate others or lie to them if it will achieve their objectives. |
| Mentoring | A method of self-development in which a trained, experienced person helps a person who aspires to leadership in the company by offering advice, encouragement and an opportunity to talk over problems. |

| Term | Definition |
|-----------------|---|
| Mid-career | A stage in a person's career life-cycle in which the person is no longer thought of as a learner, must accept full responsibility for his or her actions, and is expected to be capable and to perform. |
| Secondment | The process of taking a person away from their normal work to allow him or her to work temporarily in another area or division of the company, as a means of increasing the person's knowledge or skills. |
| Self-esteem | The degree to which people like or dislike themselves. |
| Self-monitoring | The ability of a person to change his or her behaviour to meet changing conditions. |
| Simulation | The use of case studies, role-playing and group-interaction exercises as methods of teaching interpersonal and problem-solving skills. The term 'simulator' also refers to a complex computerised model that can imitate real situations. The simulators used to instruct airline pilots and train drivers in correct procedures and operational safety are examples of this type of training. |
| Simulator | Complex equipment, usually computerised, that duplicates real-life conditions within a training environment as a means of instructing people to operate equipment, software or machine (e.g. passenger aeroplanes or trains on a railway). |
| Theory X | A belief about the way people behave in the workplace, based on the assumption that they are mainly concerned about meeting basic needs, such as adequate pay and job security. |
| Theory Y | A belief about the way people behave in the workplace, based on the assumption that they are mainly concerned about meeting higher needs, such as challenge and self-development. |

Acronyms and Abbreviations

| Acronym or abbreviation | Meaning |
|-------------------------|--|
| ANTA | Australian National Training Authority |
| CAL | Computer-assisted learning |
| CML | Computer-managed learning |
| IT | Information technology |
| TNA | Training needs analysis |

No other acronyms or abbreviations that are not in common, everyday use were referred to in this topic.

List of Legislation

No acts, regulations, advisory standards or other legislative instruments were referred to in this topic.

List of Websites

Topic 10 includes information sourced from the following websites:

www.apsc.gov.au

www.ballarat.edu.au

www.careers.nsw.edu.au

www.corelink.com.au

www.csu.edu.au

www.eowa.gov.au

www.intulogy.com

www.jobguide.thegoodguides.com.au

www.kellyscientific.com.au

www.monash.edu.au

www.nwlink.com/~donclark/leader/

www.unimelb.edu.au

www.unsw.edu.au

Bibliography

The following textbooks are recommended:

Dwyer, J. (1997). *The Business Communication Handbook*. (4th edn). Prentice-Hall: Sydney.

Robbins, S.P., Millett, B., Cacioppe, R., Waters-Marsh, T. (1998). *Organisational Behaviour: Leading and Managing in Australia and New Zealand*. Prentice-Hall: Sydney.