

## Adaptation

Adaptation, in internationalisation terms, means that a company adapts its strategy with regards to the foreign market it wishes to penetrate; a more costly means of internationalisation in contrast with standardisation.

## Alternative Energy

Energy derived from sources other than the traditional sources, such as fossil fuel, coal and nuclear. Alternative energy includes sources such as solar, wind, hydro, and geothermal.

## Assessment of Demand

An assessment that gives insight into an employee's qualities. It shows you in which areas an employee may need to grow, adapt to changed circumstances or new professional developments. For the purposes of this assessment we should not use standardised measures, but rather instruments aimed at the individual strengths and weaknesses of the employee and the needs of the enterprise. You can consider this assessment as an opportunity to recognise early the need for further development of the employees and handle both the current and future requirements of the workplace successfully.

## Balanced Scorecard

allows managers to have a wider overview of an organization since it contains financial and non-financial measurements in a single report.

## Break-even Analysis

is a mathematical method to determine the quantity of production and sale that is necessary to gain profits.

## Business Development

comprises a number of techniques and responsibilities which aim to gain new customers and new markets. Essentially it sets out a standard approach to develop new opportunities, either from within existing accounts or by proactively targeting.

## Carbon Footprint

The amount of carbon dioxide that is emitted by a particular entity. It is usually expressed in tons on an annual basis. Often times this term is confused with ecological or environmental footprint as these things take into consideration more than just the amount of CO<sub>2</sub> you discharge.

## Coaching

Coaching is increasingly used as accompaniment to measures for operational work in the field of company training. As a new learning form, it aims to promote individuals

in their personal and vocational developments, also to support groups. Coaching aims to reflect individual and collective developments, to enable pr

### Company Analysis

incorporates basic info about the company, like the mission statement and apparition and the goals and values. It also focuses on understanding the needs of the business as a whole, its strategic direction, and identifying initiatives that will allow a business to meet those strategic goals.

### Company Mission

should guide the actions of the organization, spell out its overall goal, provide a path, and guide decision-making. It provides the framework or context within which the company's strategies are formulated.

### Company Vision

is finding an optimal and harmonic equilibrium among all relevant groups of stakeholders. As a consequence, the vision of the company should be directed towards a wide range of groups, and is important for all departments and stakeholders of a company.

### Competencies

This term comprises all abilities of the individual to act and to self-organise that enable him to cope with tasks and projects (i.e. those related to the situation and the persons concerned). Competencies cover the abilities, skills, methods, knowledge, experiences, attitudes, needs and the values which a person acquires, develops and applies in life.

They are bound to the individual and his ability to act self-responsibly. Competences always have to be described in relationship to the requirements on a person and his individual abilities or potential. In order to evolve, competences depend on the conditions in the environment. The development of competences results from individual learning and development processes and different forms of learning at work and in everyday life.

They do not include only the acquisition or adaptation of knowledge and abilities; the most important part is the readiness to test one's experience as well as the self-organised further development of the action competence that justifies new requirements and tasks. Other essential elements include the ability and motivation for self-organised learning and acting and the capacity for further development of other technical, methodical, social and personal competences.

### Core Skills

are defined as systematically focused combinations of individual technologies and production skills that support a multitude of product lines of a company. In other definitions the whole value chain is included.

## Cost-Benefit Analysis

considers and quantifies future benefits that are not only of a monetary character. It is a rather strong method which can deduce the value of investment alternatives.

## Development of Competencies

in vocational training this term includes the existing and new competences gained in-house or elsewhere by the individual, groups and organisations. As a constituent of personnel and organisational development, the development of competences is mainly identified, developed, implemented and judged in the work process. Development of competences can also be viewed in the context of processes of change, through the lens of management of change processes). Development of competences is an active process which is largely guided by the individuals themselves; thus, self-paced learning plays a central role.

Apart from traditional further training and qualification measures (e.g. seminars), learning in the process of work contributes greatly to the development of competences. Development of competencies at work calls for the existence of conditions conducive to learning, e.g. the existence of freedom of action at the workplace and tasks with problems that go beyond routine action.

## Diversification

is a business development strategy allowing a company to enter additional lines of business that are different from the current products, services and markets.

## eco-chic

Products or services that are eco-friendly but are also stylish, trendy, and hip.

## Ecological or Environmental Footprint

The total amount of ecology or environment (land, water, air, trees, and so on) that is needed to absorb, process, clean, and regenerate the total discharge of pollutants or contaminants and destruction caused by a person, business, city, and so on.

## Embodied Energy

The total amount of energy used in the creation of a product or service. This includes the energy used in mining or harvesting, processing, fabricating, and transporting the product.

## Energy Efficiency

Achieving the same results while using less energy.

## Fair Trade

A social movement promoting standards of labor, fair wages, and good Implemented in 1997, this initiative is a legally binding agreement, whereby over 160 countries

agreed to reduce their greenhouse gas emissions by an average of 5.2 percent below 1990 emissions levels. It doesn't look like this target will be achieved.

## Forms of Learning

as learning organisations, the term "forms" refer as a matter of priority to the organisational structural side of learning. A framework is created which supports, promotes and demands learning – mostly under didactic- methodical conditions. Apart from conventional forms of learning such as lessons and seminars, supplementary new forms of learning like quality circles, learning islands, coaching and online communities are finding increasing use in connection with new work and organisational concepts.

## General Policy

encompasses all company principles, which are shared with all stakeholders either in a written format or, sometimes, by word of mouth. Company principles dictate the behavioural guidelines within your company and the external environment. They express the vision, company values, norms and ideals, which make up your company culture.

## Generic strategies

are those strategies that the firm can pursue to generate and maintain a competitive advantage. They are neither firm nor industry dependent. The three generic strategies include: cost leadership, differentiation and focus.

## Innovation from a Business Perspective

So far we have understood that innovation is a successful introduction of something new and useful; for example the introduction of a new process, method, practice, equipment, product or service.

But how does innovation look from the business perspective? Innovation is the realisation of an idea bringing profit. There are three key points here: realization, idea, and profit. What we can add to this definition are the concepts "positive change," "new value" and "social added value."

## Internationalisation

envelops all activities that a company undertakes with regards to its relations with foreign markets. Internationalisation can take many forms, such as investing in a foreign country (foreign direct investment), forming partnerships with foreign companies, subcontracting foreign experts, taking part in international networks, and many more.

## Knowledge Management

is about creating, identifying, capturing and sharing knowledge. It is about getting the right knowledge, in the right place, at the right time, particularly in influencing an action or a decision.

## Leadership style

a leader's style of providing direction, implementing plans, and motivating people. There are many different leadership styles that can be exhibited by leaders in the political, business or other fields.

## Life Cycle Cost

The complete cost of purchasing, owning, running, and disposing of something over its entire lifespan. This includes how much energy or water or natural resources it requires to run it. Energy efficient or water efficient products have lower life cycle costs because although their up front or first cost is higher, the cost of operating is much lower due to less energy or water use, and they also tend to last longer.

## Operational structure

describes a logical and chronological structure of an operation of single sequences and events in processes. A symbolic illustration of sequences and events over an absolute or relative timeline is typical for an operational structure.

## Organisational Structure

consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment.

## Personnel Development

this term operationally relates to the development of competences of the employees for the attainment of the business goals by optimum use of human resources. Personnel development is increasingly seen as decisive strategic success factor for competitiveness of an enterprise. It has to assure the permanent balance between the aims of the enterprise and those of the staff and the training and operational education and summarises all further training measures.

Personnel development is closely connected to organisational development and operational work in the field of training. Measures and concepts for personnel development are mainly oriented on the individual requirements of the employees. The training in the context of personnel development is no longer primarily technically oriented, but increasingly designed as extensive development of competences.

## Post-Consumer

Material that was first used by a consumer and now has been turned or recycled into something else.

## Pre-Consumer / Post Industrial

Material that came from a manufacturing process that has not made its way to a consumer and can no longer be used by the creator.

### Quality Circles

Volunteer group of workers employees and a leader that focus on concrete operational problems and try to find out satisfactory solutions that improve the performance of the organisation and enrich the quality of life at workplace. It is important to follow a methodical procedure: it starts with the leader explaining the problem, recording suggestions always under principles, such as quantity before quality, there are no limits to fantasy, no criticisms of other's suggestions, and participants respect the group performance.

In addition, in order to be considered, suggestions must be structured and summarized, but they should be evaluated and weighted according to their feasibility and practicability. In the end, the managing directors in the enterprise are informed of the results of the consultation in the quality circle.

### Renewable Energy

Energy that comes from sources which naturally replenish themselves in a relatively quickly time frame. Examples of renewable energy include wind and solar energy.

### SME

The category of micro-, small- and medium-sized enterprises consists of enterprises which employ fewer than 250 persons and which have either an annual turnover not exceeding 50 million euro, or an annual balance sheet total not exceeding 43 million euro.

### Social Economy

The social economy is a grass-roots entrepreneurial, non-profit sector, based on democratic values that seek to enhance the social, economic, and environmental conditions of communities, often with a focus on their disadvantaged members. Social economy refers to a "third sector" in economies between the private sector of business and the public sector and government. It includes organisations such as cooperatives, non-governmental organisation and charities.

### Social Enterprise

A non-profit organisation realising economic activity in order to generate profits which cover organisation's expenses on social activities.

### Social Enterprises

are a part of the broader social economy or "third sector", which includes all organizations that are neither part of the public nor private sector. The role of social enterprises is to strengthen the development of a social economy and secure local resources in order to offer social services to vulnerable groups that need support in order to be independent.

## Social Entrepreneurship

is the recognition of a social problem and the uses of entrepreneurial principles to organise, create and manage a social venture to achieve a desired social change. While a business entrepreneur typically measures performance in profit and return, a social entrepreneur also measures positive returns to society. Thus, the main aim of social entrepreneurship is to further broaden social, cultural, and environmental goals.

## Solar Power

The power produced by solar or photovoltaic cells.

## Strategic Analysis

is one of the most basic and useful tools for strategic business planning. It will define your organization's position relative to the competition and operational environments.

## Strategic Benchmarking

is the process of comparing what your company is doing with what the best performing company in your industry is doing. It represents a long-term view of company direction relative to the future strategies of competing companies.

## Strategic Choice

is defined as the selection of the best possible course of action based on the evaluation of your available strategic options.

## Strategy Implementation

is defined as the way in which you will translate your strategy into actions. Strategic implementation requires careful planning and proper deployment of your company's resources, careful handling of possible changes in your organisation structure and effective change management. Implementation of your strategy can take place in several stages.

## Sustainability

Satisfying current human needs without compromising the ability of future generations to satisfy their own needs; operating in a manner that satisfies the following conditions: 1) must not remove materials from the earth faster than they can be regenerated by the earth, 2) must not pollute or contaminate the air, land, and water faster than the earth can process and clean them, 3) must not destroy or overharvest nature faster than it can regenerate itself, and 4) fairly and equitably covering basic global human needs.

## SWOT Analysis

deals with strengths and weaknesses of your company as well as with opportunities and threats posed by the external environment and it analyses the internal processes of company as well as external factors.

## Vertical Integration

describes a style of management control. Vertically integrated companies in a supply chain are united through a common owner. Usually each member of the supply chain produces a different product or (market-specific) service, and the products combine to satisfy a common need.

## Wind Energy

The energy produced as a result of wind turning the blades of wind turbines or windmills. This is the cheapest and fastest-growing type of renewable energy technology.

## Workplace Instructions

When creating workplace instructions for vocational training, the determining questions are: to what end is the training being designed; what should be learned; how and with what media should learning and teaching proceed; where and when should the learning take place, and how should the process be supervised?