

THE PLAY4GUIDANCE BUSINESS GAME

GLOSSARY

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Play4Guidance - A European Business Game to train and guide students and young unemployed on entrepreneurial, transversal and mathematical skills



Play4Guidance has been funded within the framework of the European Union Erasmus+ Programme

Term	Definition (suggested)	Link to online source	Related video	Related group words	Remark	Category	Syllabus Type
Ability to work under pressure	This involves dealing with constraints which are often outside of your control eg resource or time constraints, difficulty of the task, having insufficient knowledge required to complete the task, or unforeseen changes or problems.	Employability skills	How to Stay Composed and Perform Under Pressure	Job skills, physical and emotional health, insufficient knowledge, time management, prioritization, Self-management, Social awareness		Competence	Skill - competence-based
Analytical Thinking	The abstract separation of a whole into its constituent parts in order to study the parts and their relations.	Analytical skills: Wikipedia	5 Stepping Stones to Successful Analysis	Strategic management, Risk management, logical thinking, analytical skills, systems thinking, organizational knowledge, problem identification, problem analysing and solving		Competence	Skill - competence-based
Arithmetic	Understand in the quantitative aspects of business problems. Calculating and understanding percentages, simple and compound interest, average values. Calculate Production Costs, Determine Pricing, Measure Profits, Analyse Finances	The Importance of Basic Math in Business!	Teaching Children Real Maths	Skills, Modelling, Accountancy, Operational Research,	Use tools that carry out quantitative analysis e.g. - Carry out basic exploratory analyses of a set of data - Calculate basic descriptive statistics for a set of data etc.	Skill	Skill/competence-based
Assessment	The process of measuring and documenting knowledge, skills, attitudes, and beliefs	Assessment: Wikipedia	Assessment for learning	Tests, comprehensive assessment, self & peer assessment, computer-based assessment, assessment methods, rating, assessment methods		Concept	Content-based
Assessment tool	A method of collecting information about a learner's performance and understanding about a certain topic.	Assessment tool definitions	Competency Skills Assessment	Competency, skills, assessment methods, improving assessment strategies, collecting information, skills,		Definition	Content-based



Attention to detail	The ability to focus on the essential tasks needed in sufficient detail to spot errors and opportunities.	Attention: Wikipedia	Richard Branson on Attention to detail	thoroughness, accuracy, strategic planning , organizational techniques, concentration		Skill	Skill/competence-based
Behaviour management	Behaviour management or behaviour modification involves all of the actions and conscious inactions to enhance the probability people, individually and in groups, choose behaviours which are personally fulfilling, productive, and socially acceptable.	Baldwin J.D. and Baldwin J.I. (1986). Behaviour principals in everyday life (2nd Edition), Engle Wood Cliffs, New Jersey: Prentice Hall. http://en.wikipedia.org/wiki/Behavior_management	Understanding Employee Behavior & Motivation	Behaviour modification, Classroom Management Techniques, Positive Self-Talk, discipline, logical consequences		Competence	Skill/competence-based
Blog	A regularly updated website or web page, typically one run by an individual or small group, that is written in an informal or conversational style..	Wikipedia: Blog	What is a blog?	social networking sites, forum, wikis, folksonomies, video sharing sites		Definition	Content-based
Business Acumen	The ability to make good judgments and quick decisions in business	FT: Business Acumen	What is business acumen	business sense, smarts		Competence	Skill/competence-based
Business development	Business development comprises a number of tasks and processes generally aiming at developing and implementing growth opportunities between multiple organizations.	Business development: Wikipedia	Growing Small Business		Pollack (2012). What, Exactly, Is Business Development? /	Task	Task-based

Business economics	Business Economics is concerned with economic issues and problems related to business organization, management, and strategy.	Business Economics: Wikipedia	Introducing Economics	Business organization, management, and strategy	Includes: corporate governance, accounting, investment analysis, budgeting and business strategy.	Concept	Content-based
Business environment	The combination of internal and external factors that influence a company's operating situation. Includes factors such as: clients and suppliers; competition, ownership; technology; laws and government	What are external factors acting on a business?	The External Environment	External and Internal environment/ Macro-environment & Micro-environment	Q&A about Business Environment	Concept	Content-based
Business game	Business game (also called business simulation game) are simulation games that are used at an educational tool for teaching business. Often the term Business simulation is used with the same meaning.	Wikipedia: Business Game	Business simulation game - Deloitte + Virtual Fairground	Simulated work environment/roles/business scenarios	Miller, B. (2010).Business Simulation Games: Real World Learning.	Definition	Content-based
Business goals	Business goals and objectives are part of the planning process. They are describe what a company expects to accomplish throughout the year.	Business objectives and goal	Goal setting	Business objectives, profitability, growth and customer service.	Examples of Business Goals & Objectives	Concept	Content-based
Business model	A business model describes the rationale of how an organization creates, delivers, and captures value, in economic, social, cultural or other contexts. The process of business model construction is part of business strategy.	The business model" theoretical roots	Business Model Canvas Explained	Business Model Canvas, Model Generation		Theory	Content-based



Business model Canvass	A system for modelling an enterprise in terms of its value proposition, customers and other requirements. A process increasingly popular , especially in relation to start-up enterprises	Business Model Canvass Template	How to test and build business models	value propositions, key partnerships/resources/activities	strategic management, entrepreneurial tool, lean start-up template, business models, visual chart	Theory	Content-based
Business plan	A formal statement of business goals, , and the plan for reaching those goals. It may also contain background information about the organization or team attempting to reach those goals.	Wikipedia: Business Plan	Best Practices of Business Plan	operational and financial objectives/firm's policies and strategies	Business Plans: A Step-by-Step Guide.	Concept	Content-based
Business proposition aka value proposition	A succinct description of what the business actually is: The customer, their needs, how this business satisfies those needs and why this business will succeed in that compared with other businesses.	Wikipedia:Value proposition	Value Proposition Explained	See validation board, business plan, market	Value Proposition Design	Activity	
Business scenario	Description of future business circumstances, imagined on the basis of past and present trends, uncertainties, and assumptions. Aims to highlight the associated opportunities and threats.	Dictionary: Business Scenario		Description of future business circumstances, uncertainties, assumptions		Task	Task-based
Business simulation	Business simulation is simulation used for business training or analysis. It can be scenario-based or numeric-based.	Wikipedia: Business simulation	Modern Business - Simulation Insights	Simulation Gaming, Scenario Simulations	Jakab, Z. Reasons Why Business Simulations Are Great Learning Tools	Definition	Content-based



Business strategy	A business strategy is the means by which it sets out to achieve its desired ends (objectives), over a period of about 3-5 years	Case study: Business Strategy	Effective Business Strategy	generic (general) strategies, competitive strategies, promotion strategies, strategic planning	Business strategy.	Concept	Content-based
Corporate/ Company Social Responsibility	Self-regulation integrated into a business model. as a self-regulatory mechanism whereby a business monitors and ensures its active compliance with the spirit of the law, ethical standards and international norms.	Wikipedia: Corporate Social Responsibility	Building a caring economy	Care programs, quality of life, human rights. Community engagement		Concept	Content-based
Cash flow management	Cash flow management is the process of monitoring, analysing, and adjusting your business' cash flows. I.e. the money coming into and going out of the company's account	About Money:Cash Flow	Cash Flow Management Video	cash flow statement, budgeting, business- planning, accounting data	How To Manage Cash Flow.	Task	Task-based
Change management	Approach to transitioning individuals, teams, and organizations to a desired future state.	Wikipedia: Change Management	Introduction to Change Management	Leadership development, Organization studies, Organizational culture, Organizational design, Performance management, Project management,		Concept	Content-based
Clustering	A business cluster is a geographic concentration of interconnected businesses, suppliers, and associated institutions. Clusters increase the productivity with which companies can compete, nationally and globally	Wikipedia Business cluster	Introducing Clusters			Concept	Content-based

Commercial awareness	The ability to get into the market place, understand the current situation and adapt to it, while thinking strategically and paying attention to the day to day needs of your enterprise.	Commercial Awareness Employability Skill	Commercial Awareness 1	Skills		Competence	Skill/competence-based
Communication	Being able to inform succinctly, inspire, sell ideas and/or products and services, and persuade a wide range of audiences. Required for communicating with partners, funders, staff, customers, colleagues and other stakeholders.	Practice Based Work: Communication Skills	Effective Communication Skills	Competences		Competence	Skill/competence-based
Communication in Foreign Languages	Being able to communicate with customers, suppliers and collaborators in their language and/or appreciate the need to accommodate their language.	Recommendation of the European Parliament	Do you speak English?	Intercultural competence, International relations, Understanding	communication skills	Definition	Content-based
Communication skills	Communication skills are acquired abilities that involve using various interpretive and symbolic resources in the effort to achieve certain social outcomes.	Website: Skills you need	Essentials of Business Communication	interpersonal skills, verbal/non-verbal/listening/written communication skills		Skill	Skill/competence-based
Competence	Competence is a combination of knowledge, skills and disposition that allow you to carry out actions successfully	Competence VS Skills	What is competence	Skills		Concept	Content-based

Competence assessment	Competency assessment is an ongoing process of continually building knowledge and skills. Organizations are much more dynamic now and competency assessment addresses the need to stay ahead of the curve.	Website : Competence assessment!	Video in Russian with subtitles	Skills, knowledge, attitudes, personal efforts, improvement		Competence	Skill/competence-based
Competitive advantage	An advantage that a firm has over its competitors, allowing it to generate greater sales or margins and/or retain more customers than its competition.	Website: Competitive Advantage	Competitive Strategy in 3 minutes	Higher profit margin, greater return on assets, valuable resource	Competitive advantage.	Definition	Content-based
Competitiveness	The ability and performance of a firm to sell and supply goods and services in a given market, in relation to the ability and performance of other firms in the same market.	Wikipedia: Competitiveness	Michael Porter on competitiveness	skills		Concept	Task-based
Cooperation skills	How to work effectively with other people on an equal basis towards commonly held aims and objectives.	Guardian: Cooperation Skill	21st Century Skills: Collaboration – Communication	group work, social skills		Skill	Skill/competence-based
Creative thinking	Ability to see situations from a variety of perspectives and come up with original ideas.	Wikipedia: entrepreneurial leadership	Out of the box	Competences		Competence	Skill/competence-based
Creativity	A phenomenon whereby something new and in some way valuable is created (such as an idea, a joke, a literary work, painting or musical composition, a solution, an invention etc).s	Wikipedia : Creativity	Schools kill creativity		Individual Abilities	Competence	Skill/competence-based

Critical thinking skills	The intellectually disciplined process of actively and skilfully conceptualizing, applying, analysing, synthesizing, and/or evaluating information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and action.	Wikipedia: Critical thinking	Critical Thinking Skills Video	Knowledge, comprehension, organization, assumption, application, analysis	Critical Thinking Skills.	Skill	Skill/competence-based
Cross functional collaboration	A collective and coordinated response across business functions to achieve better results. The ability to network within and beyond an enterprise	Successful knowledge networkers	Working as a team	Decision making, strategic business unit	Integrating R&D and Marketing	Task	Task-based
Customer focus/ Client focus	The orientation of an organization toward serving its clients' need and maintaining an effective customer relations and service program.	Website: definition of customer focus	Client Focus	Customer satisfaction, customer needs, code of ethics	Know your customer needs	Concept	Content-based
Cybernetics	Cybernetics is a transdisciplinary[1] approach for exploring regulatory systems, their structures, constraints, and possibilities.	Wikipedia: Cybernetics	What is cybernetics?	Transdisciplinary, systems, communication and control based	An approach for analysing problems in terms of systems	Competence	Skill/competence-based
Decision making	Making decisions based on relevant information and by weighing the potential consequences	Wikipedia: Decision Making	The art of decision making	Skills, creative thinking		Skill	Task-based
Design Thinking	Matching people's needs with what is technologically feasible and viable as a business strategy.	Wikipedia: Design thinking	Design Thinking Crash Course	Cognitive activities that designers apply during the process of designing	Idea- a company that helps others innovate through design	Competence	



Digital competencies	Effective ICT skills to create, communicate and evaluate information	Website : Digital Competencies definition	Video: Digital Competencies	Ability, technology use, hardware, software	What is digital competence?	Competence	Skill/competence-based
Digital divide	Gap between those who can access and use information and communication technologies (ICT) effectively, and those who cannot.	EU Definition	What is the Digital Divide?	Internet, information, connection, communication		Theory	Content-based
Digital skills	Ability to use digital systems and tools: use computers and other hardware and their applications.	Website: Digital Skills	Developing Skills for Today's Digital Organizations	Cognitive Constructive Communicative Creative Critical	Perry (2014). The Digital Skills Gap – How It Can Harm Business and How to Make Sure It Doesn't Harm Yours. http://www.business2community.com/digital-marketing/digital-skills-gap-can-harm-business-make-sure-doesnt-harm-2-01013267	Skill	Skill/competence-based

Educational platform	<p>A virtual learning environment (VLE), or learning platform, is an e-learning education system based on the web that models conventional in-person education by providing equivalent virtual access to classes, class content, tests, homework, grades, assessments, and other external resources such as academic or museum website links. It is also a social space where students and teacher can interact through threaded discussions or chat. It typically uses Web 2.0 tools for 2-way interaction, and includes a content management system.</p>	<p>Wikipedia: Virtual learning environment</p>	<p>Virtual Learning Environment</p>	<p>E-learning, Multimedia materials, Web based/ Video tutorial, digital skills</p>		<p>Definition</p>	<p>Content-based</p>
E-learning	<p>the use of electronic media, educational technology and information and communication technologies (ICT) in education.</p>	<p>Wikipedia: E-learning</p>	<p>What is E-learning? A simpleshow</p>	<p>Multimedia materials, Web based/ Video tutorial, digital skills, asynchronous learning, audio conferencing, blended learning, computer-based training (cbt), courseware, distance education or distance learning, interactive multimedia, mobile learning, online learning, streaming media, web-based training (wbt), webinar</p>		<p>Definition</p>	<p>Content-based</p>
Employability	<p>Combination of factors (such as job-specific skills, soft skills) which enable individuals to progress towards or enter into employment, stay in employment and progress during their careers</p>	<p>EU Definition: Employability</p>	<p>What is employability</p>	<p>employability skills, communication, learning, teamwork, self-management, possibility of success</p>		<p>Skill</p>	<p>Skill/competence-based</p>



Entrepreneurial education	All activities aiming to foster entrepreneurial mind-sets, attitudes and skills and covering a range of aspects such as idea generation, start-up, growth and innovation.	OECD : Entrepreneurial Education	Entrepreneurship education: an oxymoron	Entrepreneurship, skills		Concept	Content-based
Entrepreneurship	Starting a business or other organization. The entrepreneur develops a business model, acquires the human and other required resources, and is fully responsible for its success or failure.	Wikipedia : Entrepreneurship	What is Entrepreneurship	Entrepreneurship		Concept	Content-based
Entrepreneurial skills	A range of knowledge, skills and personal traits: Management skills – the ability to manage time and people (both oneself and others) successfully. [...]	Website definition:Entrepreneurial Skills	What skills does an entrepreneur need.	Commercial awareness creative and innovative thinking prioritisation and time management problem solving communication, negotiation and persuasiveness skills	Enterprise and entrepreneurial skills: seizing opportunities and seeing them through. http://targetjobs.co.uk/career-advice/skills-and-competencies/344302-enterprise-and-entrepreneurial-skills-seizing-opportunities-and-seeing-them-th	Skill	Skill/competence-based
Environmental protection	Protecting the natural environment on individual, organizational or governmental levels, for the benefit of both the natural environment and humans in the face of the pressures of population and technology.	Wikipedia Environmental Protection	Environmental Protection through small changes	Natural environment, environmental issues/ degradation/ movements/ education/ awareness, ethics and loyalty		Concept	Content-based



Essential business skills	Knowledge necessary and essential to run a business	Website: Essential Business Skills		Business decision making, Business analysis	The 25 most important business and career skills The 25 most important business and career skills http://www.slideshare.net/pramitsingh/the-25-most-important-business-and-career-skills	Skill	Skill/competence-based
Ethics and loyalty	A moral basis for behaving in a business environment	Wikipedia: Business ethics	Employee relations	Business ethics, employment relationship, behaviour, moral problems, environmental protection	Business ethics workshop	Concept	Content-based
Evaluation (in education)	the process of characterizing and appraising some aspect/s of an educational process.	Wikipedia: Educational evaluation	Evaluation in Education	assessment, assessment tool, evaluation process, Alternative assessment, Classroom walkthrough, Competency evaluation, Criterion-referenced test, Design Focused Evaluation, Evaluation methods and techniques, Grading, Knowledge survey, Norm-referenced test, Performance evaluation, Program evaluation, Standardized testing, Standardized testing and public policy, Teacher quality assessment.		Task	Task-based



<p>Experiential learning</p>	<p>It is the process of making meaning from direct experience. [...] Experiential learning can exist without a teacher and relates solely to the meaning-making process of the individual's direct experience. However, though the gaining of knowledge is an inherent process that occurs naturally, for a genuine learning experience to occur, there must exist certain elements. According to David A. Kolb, an American educational theorist, knowledge is continuously gained through both personal and environmental experiences. Kolb states that in order to gain genuine knowledge from an experience, certain abilities are required: The learner must be willing to be actively involved in the experience; The learner must be able to reflect on the experience; The learner must possess and use analytical skills to conceptualize the experience; The learner must possess decision making and problem solving skills in order to use the new ideas gained from the experience.</p>	<p>Wikipedia: Experiential learning</p>	<p>Experiential Learning - An Effective Learning Method</p>		<p>Video 2: How experiential learning works</p>	<p>Concept</p>	<p>Content-based</p>
<p>Financial management</p>	<p>Thaw money works in an enterprise- investments, profits and its losses and knowledge of the tools like spreadsheets that helps with the process</p>	<p>Finanacial Management</p>	<p>Intorduction to financial management</p>	<p>Skills, cash flow</p>	<p>Top 35 Finance Job Skills.</p>	<p>Competence</p>	<p>Task-based</p>

Financial skills	How someone manages to earn or make money, how that person manages, how he/she invests and how that person donates to help others.	Financial Literacy	Improving financial skills	Industry awareness, international work experience, commerciality, communication skills		Skill	Skill/competence-based
Flexibility	The ability to adapt; to react to changes they observe in their environment.	Business Dictionary: Flexibility	Leveraging Flexibility		Individual Abilities	Competence	Skill/competence-based
Forum	An Internet forum, or message board, is an online discussion site where people can hold conversations in the form of posted messages. Also, depending on the access level of a user or the forum set-up, a posted message might need to be approved by a moderator before it becomes visible. Forums have a specific set of jargon associated with them; e.g. a single conversation is called a "thread", or topic. A discussion forum is hierarchical or tree-like in structure: a forum can contain a number of sub forums, each of which may have several topics. Within a forum's topic, each new discussion started is called a thread, and can be replied to by as many people as so wish.	Wikipedia: Internet forum	An Internet forum example	Social networking sites, blogs, wikis, folksonomies, video sharing sites		Definition	Content-based
Fundraising	Raising the money needed (through loans or investments) to establish a business start-up or to expand the business.	Wikipedia Fundraising	Top 10 fundraising tips	Donation, crowdfunding, campaign	Creating a Strategic Fundraising Plan.	Task	Task-based
Game theory	The study of mathematical models of conflict and cooperation between intelligent	Game Theory in Business Applications	Game Theory -Quick Introduction			Theory	Content-based



	rational decision-makers.						
Goal setting	Determining activities to be undertaken and what to achieve in a manageable time scale.	Wikipedia: Goalsetting	"Goal Setting Strategies" - 3 Little Known Techniques	Skills		Skill	Task-based
Greatest Common Denominator Skills Matrix (eg. The Q-matrix)	The 'Greatest Common denominator skills matrix' will set skills standards among target groups and Countries. It will be then used to design and modify the business game. It will allow to reshape and rethink entrepreneurial training in order to produce an educational package to be used in all European Countries by all project's target groups. (eg. A Q-matrix represents a particular hypothesis about which skills are required to successfully answer each item in a test).			Entrepreneurial skills, target groups		Definition	Content-based
Growth rate	The amount of increase that a specific variable has gained within a specific period and context.	Webpage definition: growth rate in business	What is a company's growth rate?	Exogenous Growth, Compound Return, Earnings, Growth Stock, Financial Theory	How to Calculate Growth Rate.	Definition	Content-based
Health and Safety Management	Ensuring that employees, customers and neighbours of an enterprise are not harmed by the activities associated with the enterprise	Dictionary: Halth and Safety	Quality and Safety	Effective Management, Health Service, Health System		Task	Task-based

Help desk	A help desk is a resource intended to provide the customer or end user with information and support related to a company's or institution's products and services. The purpose of a help desk is usually to trouble-shoot problems or provide guidance about products such as computers, electronic equipment, food, apparel, or software. Corporations usually provide help desk support to their customers through various channels such as toll-free numbers, websites, instant messaging, or email.	Wikipedia: Help desk				Definition	Content-based
Innovation	A new idea or improvement for a product, system or process that is desirable, feasible and viable.	Wikipedia: Innovation	The New Rules of Innovation	Design, novelty, conception, contrivance		Concept	Content-based
Integrity	see business ethics		What is business integrity?	Virtue, goodness, purity, decency, respectability, integrity, propriety, honour, modesty.		Concept	Content-based
Intercultural competence	The ability to communicate effectively and appropriately with people of other cultures:[1]	Wikipedia: Intercultural Competence	Defining Intercultural Competence	Collectivism, Intercultural communication, ,Intercultural relations, Interpersonal communication	Understanding Intercultural competence	Competence	Skill/competence-based
Leadership	Leadership for a manager it is about providing vision and direction, inspiring others to work with you towards that vision and enabling them to do so.	Website: Definition Leadership	Ten Leadership Theories in Five Minutes	Competences, teamwork, managerial skills	I	Competence	Skill/competence-based

Learning power	A matrix of learning dispositions that lead to positive learning outcomes that resonate with the dispositions needed to be a successful entrepreneur.	Website: Building Learning Power	What is building learning power?	Building Learning Teams, how to get smarter.		Concept	Content-based
Learning resources	Learning resources are texts, videos, software, and other materials that teachers use to assist students to meet the expectations for learning defined by provincial or local curricula. Before a learning resource is used in a classroom, it must be evaluated and approved at either the provincial or local level. Evaluation criteria may include curriculum fit, social considerations, and age or developmental appropriateness	Website: Learning resources	The lesson planning process	E-learning, Multimedia materials, Web based/ Video tutorial, digital skills		Definition	Content-based
Learning-by-doing approach	Learning-by-doing is a concept within economic theory by which productivity is achieved through practice, self-perfection and minor innovations. An example is a factory that increases output by learning how to use equipment better without adding workers or investing significant amounts of capital. Learning refers to understanding through thinking ahead and solving backward, one of the main problem solving strategies.	Wikipedia: Learning by doing	Inspired learning by doing	Experiential learning, Constructivism, Active learning theories	Learning by doing principle	Theory	Content-based



Lesson plans	<p>A lesson plan is a teacher's detailed description of the course of instruction for one class. A daily lesson plan is developed by a teacher to guide class instruction.</p> <p>Details will vary depending on the preference of the teacher, subject being covered, and the need and/or curiosity of students. There may be requirements mandated by the school system regarding the plan.</p>	Wikipedia: Lesson plan	Lesson plan with examples video			Definition	Content-based
Macroeconomics	<p>A branch of economics dealing with the performance, structure, behaviour, and decision-making of an economy as a whole, rather than individual markets. This includes national, regional, and global economies.</p>	Wikipedia : Macroeconomics	Overview of Macroeconomics	Micro economic reality	Principles of macroeconomics	Theory	Content-based
Macroeconomic analysis	<p>Utilizing macroeconomic factors and principles in the analysis of the economy. Macroeconomic factors include factors like unemployment, inflation, government policies, Gross Domestic Product (GDP) and interest rates. Such factors enable economists and financial analysts to make an informed assessment of the state of the economy of a nation.</p>	Wisegeek Definition:Macroeconomic Analysis	What is macroeconomics	The accelerator, economic expansion, Cyclical Unemployment, Business Cycle	What Is Macroeconomic Analysis?	Concept	Content-based
Management	<p>The process of dealing with or controlling things or people</p>	Wikipedia Management	2 tips for developing good management skills			Competence	Skill/competence-based

Managerial skills	Make business decisions and lead other people within a company. Three most common skills include: 1) human skills 2) technical skills - and 3) develop ideas and implement strategies.	Business Dictionary: ManagerialSkill	Essential Skills of a Manager	Skills		Skill	Skill/competence-based
Managing conflicts	Being able to resolve differences between people and ideas. Being able to have further disputes.	Webpage: Conflict management	Four Tips for Managing Conflict	Management skills, decision-making skills, negotiation, communication skills, time management, observing skills	6 Ways to Deal with Conflict in Project Management.	Competence	Skill/competence-based
Marketing skills	(1) identification, selection and development of a product,(2)determining price,(3) selection of a distribution channel (4) development and implementation of a promotional strategy.	Business Dictionary: Marketing	Hintsand tips on online marketing		Marketing Skills List.	Skill	Skill/competence-based
Marketing	It is about developing your brand and making others aware of it. Understanding who your customers and your competitors are. What are the current needs and future plans.	Wikipedia :Marketing	TED Talk on Marketing			Skill	Skill/competence-based
Materials handling	Movement, storage in a manufacturing plant or warehouse, control and protection of materials, goods and products; cleaning, preparation, manufacturing, distribution, consumption and disposal of materials, goods and packaging.	Wikipedia: Materials Handling	Video: What is Materials Handling	The receiving, moving, storing, packing and shipping of raw materials, components and finished products in a warehouse	Vision & Strategy 2020. Preserving the competitiveness	Task	Task-based

Microeconomics	How the actions of individual people and business firms affect the economy; how they make decisions on consumption depending on the money they earn and the price of the products they consume.	Wisegeek definition: Microeconomics	Principles of Microeconomics	Macro-economic reality, competition, consumer optimum, resources, income effect, needs, producer optimum	Investopedia: Microeconomics	Theory	Content-based
Multimedia materials	Multimedia refers to content that uses a combination of different content forms. This contrasts with media that use only rudimentary computer displays such as text-only or traditional forms of printed or hand-produced material. Multimedia includes a combination of text, audio, still images, animation, video, or interactivity content forms.	Wikipedia: Multimedia		Web based/ Video tutorial, digital skills		Definition	Content-based
Negotiation	Making a case that elicits the needs of third parties that allows you to make an offer that satisfies those needs: to try to reach an agreement or compromise by discussion with others	Wikipedia: Negotiation	The Walk from "No" to "Yes"	Individual abilities, communication skills		Competence	Task-based
Networking	a supportive system of sharing information and services among individuals and groups having a common interest	Dictionary: networking	Professional Networking			Concept	Content-based
Online resource	In general, Web pages and documents on the Internet that provide useful information. While an online resource is typically data and educational in nature, any support software available online can also be	Website: online resources		Multimedia materials, Web based/ Video tutorial, digital skills		Definition	Content-based

	considered a resource.						
Open source environment	Generally, open source refers to a computer program in which the source code is available to the general public for use and/or modification from its original design. Open-source code is typically a collaborative effort where programmers improve upon the source code and share the changes within the community so that other members can help improve it further. A main principle of open-source software development is peer production by collaboration, with the end-product, source code, "blueprints", and documentation available at no cost to the public.	Wikipedia: Open source	What is Open Source explained in LEGO.			Concept	Content-based
Operating margin	A measurement of what proportion of a company's revenue is left over after paying for variable costs of production.	Investopedia : Operating margin	Investopedia Videoon Operating Margin	Operating Profit Margin, Net Profit Margin, Production Costs		Definition	Content-based
Organization and planning	See Business Planning	Website: importance-planning-organization	Episode 151: Planning in an Organizational Setting		Small Business Planning	Skill	Skill/competence-based

Organizational structure	A plan of the way a business sees itself - in terms of function and hierarchy	Wikipedia Organisation Structure	Video - Organisation Structure	Hierarchy, Roles, Organizational Chart, Effectiveness, Levels of Management, Task Allocation	References for Business on organisation structure	Concept	Content-based
People management	Motivating, directing, rewarding and disciplining people for whom you have management responsibility	Wikipedia: People Skills	People Management Tips	Employees, cooperation, leadership, self motivation, self-discipline, evaluating workforce, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training		Skill	Skill/competence-based
Personal development	Activities that improve awareness and identity, develop talents and potential, build human capital and facilitate employability	Wikipedia: Personal Development	Living an Exceptional Life	Spiritual development, becoming a self-leader, improving health, social-awareness, self-knowledge, social abilities, developing strengths or talents		Skill	Skill/competence-based
Personal effectiveness	making good use of your resources and having the skills and knowledge to achieve your goals	Webpage :personal effectiveness	8 elements of personal effectiveness	Self-help, positive thinking, positive psychology, goal setting		Skill	Skill/competence-based
Planning	Planning (also called forethought) is the process of thinking about and organizing the activities required to achieve a desired goal.	See Business planning	Principles Of Management - Lesson 3 Planning	Skills, creative thinking		Concept	Skill/competence-based
Presentation skills	Techniques that can help you get an idea over to other people - often through talk supported by other media.	Tips on presentation	How to improve skills & confidence	Audience, Effective Communication, Public speaking, Marketing	More hints on presenting	Skill	Skill/competence-based

Problem solving	Problem solving - Identifies problems, involves others in seeking solutions, conducts appropriate analyses, searches for best solutions; responds quickly to new challenges.	Website:problem solving	How to make better decisions	Problem analysis, situational analysis, decision analysis		Competence	Skill/competence-based
Problem solving	The process of finding solutions to difficult or complex issues.	Mindtools definition of problem solving	Wicked Problems	Competences	How to deal with complex problems- organising a children's party	Competence	Skill/competence-based
Problem solving skills	Skills such as mathematical or systematic operations that achieve solutions. e.g.: Defining the problem. Generating alternatives. Evaluating and selecting alternatives. Implementing solutions.	Business Dictionary: Problem Solving	How to make sense of system	Coping with complexity.	Problem solving	Skill	Skill/competence-based
Process management and business orientation	The concept suggests that firms could enhance their overall performance by adopting a "process view" of the organization.	Wikipedia : Business Process Orientation	Business Process Methodology	Business-oriented architecture, Business models, Strategic management, BOA structures		Concept	Content-based
Product knowledge	Knowing the capability of what you are making and selling in such a way that you can recognise its value for your customer	Business Dictionary: Product Knowledge	The Importance of Product Knowledge	Product features, product history, customer usage, research		Theory	Content-based
Product/Service development	The steps that must be completed before the product can be introduced to the market including:- design, user needs analysis, design for manufacture, compliance testing, marketing, advertising	Wikipedia: New Product Development	How to develop a new product or service	Innovations, development process, development project,	Develop new products and services.	Concept	Content-based

Productivity	An economic measure of output per unit of input. Inputs include labour and capital, while output is typically measured in revenues and other GDP components such as business inventories.	Investopedia: Productivity	The Science of Productivity	Productivity, Time Management, Prioritization Skills, Motivation, Organization Skills, Labour Productivity, Effectiveness		Skill	Skill/competence-based
Quality Assurance	A framework to ensure that whatever an enterprise has promised to deliver is what is delivered.	Business Dictionary: Quality Assurance	Toyota -Quality Assurance	Service, customer, quality assurance manager, quality		Definition	Content-based
Quality assurance manager	Quality assurance managers work with other staff within organisations to determine and establish procedures and quality standards and to monitor these against agreed targets.	Job Description:QA manager	QA in a computer games company				
Recruitment Policies	A process of finding and attracting capable applicants for employment.	Website: The meaning of recruitment	Y How to Hire or Recruit Employees	Employees, Types Of Employment, Internship, Hiring, Apprentice	Plan Your Recruiting / Recruiting Policies and Procedures.	Task	Task-based
Reflectiveness	The ability to analyse what has happened in a way that suggests future activity	Wikipedia: Reflective Practice	The role of reflection in problem solving	Thoughtfulness, planning, revising, distilling, meta-learning			Skill/competence-based
Repository	(Computing) A central location in which data is stored and managed	Repository	What is a learning object repository			Definition	Content-based
Research & Analysis	Techniques for finding information on your target market, customers, competitors and suppliers and make sense of it.	Investopedia: Market Research	Marketing research	Skills, target market, financing sources		Concept	Task-based



Resilience	An individual's ability to properly adapt to stress and adversity. It's about getting back on the horse when you have fallen off.	Wikipedia: Resilience	Definition of Resilience - A light-hearted animation	Individual Abilities		Concept	Content-based
Resourcefulness	The ability to find quick and clever ways to overcome difficulties.	Wikipedia: resourcefulness	TED Talk - Why we do what we do	Respectfulness, resourcefully, ingeniousness, intellect, inventiveness		Competency	Skill/competence-based
Result orientation	Knowing what results are important, and focusing resources to achieve them. Results-oriented individuals are focused on making things happen.	Webpage: Results Orientation	Results Orientation: Personality Development	Communication skills, business analysis, competency questions, achieving goals, solution focus, engage team member participation,		Task	Task-based
Risk Management/Assessment	Working out what might go wrong and the chances that that might happen. Allocating resources appropriately to ensure that it does not go wrong and fixing it if it does.	Wikipedia: Risk Management	What is risk management?	Analytical skills, decision making, problem solving skills		Concept	Task-based
Self-evaluation	Looking at your progress, development and learning to determine what has improved and what areas still need improvement. Usually involves comparing a "before" situation with a current situation.	BusinessDictionary: Self-Evaluation	Self-Assessment: Reflections from Students and Teachers			Concept	Content-based



<p>Sense of belonging to the company</p>	<p>People need to feel a sense of belonging in order to find meaning in their work and to engage the power of their emotions. They need to be able to connect their own identity to the organizations intrinsic identity in order to feel a part of the collective. This provides them with a mechanism for the expression of caring about the organization they belong to.</p>	<p>The importance of creating a sense of belonging in organizations</p>	<p>Encouraging a Sense of Belonging</p>	<p>Incubate Relationships, Trust and the virtual organization, Developing a measure of sense of belonging</p>		<p>Concept</p>	<p>Content-based</p>
<p>Sense of initiative and entrepreneurship</p>	<p>It is the ability to turn ideas into action. It involves creativity, innovation and risk-taking, as well as the ability to plan and manage projects in order to achieve objectives. The individual is aware of the context of his/her work and is able to seize opportunities that arise. It is the foundation for acquiring more specific skills and knowledge needed by those establishing or contributing to social or commercial activity. This should include awareness of ethical values and promote good governance</p>	<p>sense of initiative and entrepreneurship</p>	<p>What is entrepreneurship</p>	<p>Individual Abilities</p>	<p>Key competences for lifelong learning</p>	<p>Concept</p>	<p>Content-based</p>
<p>Serious game</p>	<p>In a business environment, it is a game that can lead to one or both of the following results: the training of players in business skills (hard and/or soft) or the evaluation of players' performances (quantitatively and/or qualitatively</p>	<p>Wikipedia: Business game</p>	<p>Education & business find uses for Serious Games</p>	<p>Business skills, performance evaluation</p>	<p>(Bellotti,et al, 2011)Assessment in and of Serious Games: An Overview.</p>	<p>Definition</p>	<p>Content-based</p>

Simulation	The imitation of the operation of a real-world process or system over time.	Wikipedia: Simulation	Business Simulation Game	Simulated work environment/roles/business scenarios		Definition	Content-based
Simulation games	Simulation games replicate, in a simplified manner, the complexity of a real-life environment, giving the participants experience with a particular phenomenon.	http://expertise.hec.ca/gresi/wp-content/uploads/2013/02/cahier0602.pdf	Top 5 - Real job simulators	Simulations, problem solving, game-based learning, edutainment	Simulation & Gaming	Definition	Content-based
Skill	An ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carry out complex activities or job functions involving ideas (cognitive skills), things (technical skills), and/or people (interpersonal skills). Skill is something learned in order to be able to carry out one or more job functions.	Website: skills-vs-competencies-whats-the-difference	How to Acquire New Skills Fast		An Example to clarify distinction between Competence and Skill: An example of this in an IT context is "Programming". To effectively write a computer program one needs good analytical, logical, and interpretive ability as well as the skill to write the program in a specific language. So, learning Java, C++, C#, etc. is a Skill. But underlying the ability to use that skill effectively is analytical, logical and interpretive ability – those are Competencies. The reason that we suggest this is because it is relatively easy to learn other programming languages once one knows one language well (and I talk from personal experience). However, without the underlying Competence, it is virtually impossible to write an effective program –	Definition	Content-based



					irrespective of the language.		
Social network	web-based services that allow individuals to (1)construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system	Website: Social Network Sites: Definition, History, and Scholarship	How Social Networks Have Changed The World!			Definition	Content-based
Spatial thinking	spatial thinking is "Identifying, analysing, and understanding the location, scale, patterns, and trends of the geographic and temporal relationships among data, phenomena, and issues."	A Working Definition of Spatial Thinking	Spatial Thinking	Spatial intelligence, concepts of space, tools of representation		Theory	Content-based

<p>Spreadsheet skills</p>	<p>A spreadsheet is an interactive computer application program for organization, analysis and storage of data in tabular form. Spreadsheets developed as computerized simulations of paper accounting worksheets. The program operates on data represented as cells of an array, organized in rows and columns. Each cell of the array is a model-view-controller element that can contain either numeric or text data, or the results of formulas that automatically calculate and display a value based on the contents of other cells.</p>	<p>Wikipedia: Spreadsheet</p>	<p>Basic spreadsheet skills</p>	<p>Computer application program, spreadsheet functions and applications, spreadsheet templates, spreadsheet analysis tools and demonstrate data sharing.</p>	<p>Spreadsheet Modeling: An Introduction.</p>	<p>Skill</p>	<p>Skill/competence-based</p>
<p>STEM skills</p>	<p>Science, Technology, Engineering and Maths skills - skills expected to be held by people with a tertiary-education level degree in the subjects of science, technology, engineering and maths</p>	<p>EU Skills Panorama</p>	<p>STEM Module 6 STEM skills and jobs Randstad - Richard Narine</p>	<p>scientific community, STEM industry, development of skills, Learn and apply content, Integrate content, Interpret and communicate information, Engage in inquiry, Engage in logical reasoning, Collaborate as a team, Apply technology appropriately</p>		<p>Skill</p>	<p>Skill/competence-based</p>
<p>Strategic management</p>	<p>Strategic management involves the formulation and implementation of the major goals and initiatives taken by a company's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organization competes.</p>	<p>Wikipedia: Strategic management</p>	<p>Introduction to Strategic Management</p>	<p>skills</p>		<p>Competence</p>	<p>Task-based</p>

Student success			Concordia Management Information Systems Student Success	Student Success Act, Academic achievement, Student Success Plan, No Child Left Behind Act		Concept	Content-based
Supply management skills	<p>The term supply management describes the methods and processes of modern corporate or institutional buying. Working with business leaders who have identified a business need or requirement to identify, source, contract, and procure the needed good or service from qualified suppliers</p> <p>Managing supplier performance</p> <p>Implementing technologies, processes, policies, and procedures to support the purchasing process (Supplier Relationship Management).</p> <p>The supplier relationship management process: a process for providing the structure for how relationships with suppliers will be developed and maintained.</p> <p>[1]Economic theories of supply and demand</p>	Wikipedia: Supply management (procurement)	Newton Paskin - Skills of Supply Chain Leaders	Disposition, distribution, product/service development, quality control	SUPPLY CHAIN MANAGER	Skill	Skill/competence-based

Syllabus	The Syllabus provides an ideal resource for identifying and selecting the content relevant to the needs of different types of groups	Syllabus	Course & Syllabus Design	education, curriculum, course plan	Munby, John. Communicative syllabus design: A sociolinguistic model for designing the content of purpose-specific language programmes. Cambridge University Press, 1981.	Definition	Content-based
Talent management	Recruitment, retention professional development ,leadership and high potential development, performance management, feedback and measurement workforce planning and culture	Talent management	TMA Method: Discover three basic principles of great competency and talent management	Behaviour management, competency,		Skill	Skill/competence-based
Taking responsibility	The realization that your decisions cause your rewards and consequences. You are responsible for your life, and your ultimate success depends on the choices you make.	Taking responsibility	Business and Locus of control	Conceive risks, be liable, sustainability, being aware of consequences of one's own actions	The concept of locus controlis is integral to the personality of the entrepreneur. Understand they are in control-and no one else is to blame.	Competence	Skill/competence-based
Team building	How to assemble, motivate, and empower an effective team	Wikipedia: Team building	build a tower, build a team	Skills, team work, communication skills		Competence	Skill/competence-based
Team work	Work done by several associates with each doing a part but all subordinating personal prominence to the efficiency of the whole.	Wikipedia: Teamwork	The meaning of TEAM. Together Everyone Achieves More !	Communication skills, human resource development and organizational effectiveness, management and talent acquisition (recruiting), talent management system, competency-based		Task	Task-based



Teamwork skills	Skills required to work well as part of the team	EU skills panorama	Workplace Skills: Leadership and Teamwork	Effective group member: communication skills, Openness, Trust and self-disclosure, Support, Respect		Skill	Skill/competence-based
Technical expertise	The capability to perform the duties of one's profession generally, or to perform a particular professional task, with skill of an acceptable quality.	Dictionary: technical expertise	Laws of teamwork, John Maxwell. Intro.	teamwork processes, teamwork benefits: problems solving, healthy competition, developing relationships		Skill	Skill/competence-based
Technical guide	A publication containing detailed information on technical procedures, including instructions on the operation, handling, maintenance, and repair of equipment.	Website: technical manual	How I create Let's Plays Part 1: Technical Guide			Definition	Content-based
Time management	The act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity	Wikipedia: Time management	Darryl Cross - Time Management	Ability, competence, facility, judgment, know how, proficiency, prowess, savvy, skill, adroitness, aptness, deftness, dexterity, dodge, expertness, finesse, ingeniousness, knack, line, readiness, sharpness, skilfulness, weekly activity schedule, sample time management tool and template, task/activity schedule example	6 Time Management Tips to Increase Productivity	Skill	Skill/competence-based
Toolkit	Software designed to perform a specific function, esp to solve a problem	Website: toolkit	Simple way to develop Web Software - introducing Agile Toolkit	Software, digital skills, digital divide		Definition	Content-based

Transversal skills	Transversal or transferable skills are the skills individuals have which are relevant to jobs and occupations other than the ones they currently have or have recently had. These skills may also have been acquired through non-work or leisure activities or through participation in education or training.	Transversal skills	LIBE project - Assessment for learning, low achievers and transversal competences	Transferable skills	Cedefop (2008a). European Training Thesaurus. Luxembourg: Publications Office.	Skill	Skill/competence-based
User feedback	A specific type of user-generated content that is created as a response to provided informational content. Can take the form of freeform text comments, 'votes', likes/dislikes, or more detailed survey-type information.	User Feedback				Concept	Content-based
Validation Board	A tool for validating business propositions - which is used with other toolkit elements found on the validation board website and the lean start-up machine	ValidationBoard	How to Use the Validation Board to Test Your Startup Idea	Track progress, start-up, goal, product, solution, core hypothesis		Definition	Content-based



Warehouse skills	<p>Physical strength, mobility and stamina are basic requirements in a warehouse because you must unpack goods, move them and pull them from shelves. Basic math skills help in counting inventory for accuracy. Attention to detail and good organizational skills help in keeping the warehouse tidy and in accurately storing, pulling and recording inventory coming in or out. Teamwork and communication skills enable warehouse workers to effectively interact with co-workers and managers and collaborate on various responsibilities. The ability to operate forklifts and other equipment also comes in handy.</p>	<p>Sample Resume Warehouse Skills List</p>	<p>Warehouse associate interview questions and answers</p>	<p>Efficiency, productivity, communication/organizational skills, multitask</p>	<p>Kotonen et al. Skills and Competence Requirements in Logistics Centers.</p>	<p>Skill</p>	<p>Skill/competence-based</p>
Web 2.0 tools	<p>Web 2.0 describes World Wide Web sites that use technology beyond the static pages of earlier Web sites. A Web 2.0 site may allow users to interact and collaborate with each other in a social media dialogue as creators of user-generated content in a virtual community, in contrast to Web sites where people are limited to the passive viewing of content. Examples of Web 2.0 include social networking sites, blogs, wikis, folksonomies, video sharing sites, hosted services, Web applications.</p>	<p>Wikipedia: Web 2.0</p>	<p>Web 2.0 Tools and the Classroom</p>	<p>Social networking sites, blogs, wikis, folksonomies, video sharing sites</p>		<p>Definition</p>	<p>Content-based</p>

<p>Web based/ Video tutorial</p>	<p>In computer-based education, a tutorial is a computer program whose purpose it is to assist users in learning how to use (parts of) a software product such as an office suite or any other application, operating system interface, programming tool, or video game. There are 3 kinds of software tutorials: 1) video tutorials that the user views, 2) interactive tutorials where the user follows on-screen instructions (and—in some cases—watches short instruction movies), whereupon he/she does the tutorial exercises and receives feedback depending on his/her actions; and 3) webinars where users participate in real-time lectures, online tutoring, or workshops remotely using web conferencing software.</p>	<p>Wikipedia: Tutorial Internet</p>	<p>Game Maker Studio: Basic Tutorial</p>			<p>Definition</p>	<p>Content-based</p>
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