GLOSSARY OF TERMS

- Analytical model: An explicit specification of a set of variables and their interrelationships designed to represent some real system or process in whole or in part.

- Appropriate technology - These are the modes of production and techniques used in conformity to the needs, resources, capabilities, and social and cultural mores of the community to be served (Omulando, 1988).

- Area sampling: A common form of cluster sampling in which the clusters consist of geographic areas such as counties, housing tracts, blocks, or other area descriptions.

- Attitude: Predominant mode of thinking & feeling affecting behavior.

- Bivariate regression: A procedure for deriving a mathematical relationship, in the form of an equation, between

- Culture: "Shared reality that individual and group value and accept as a guide for organizing their lives" (Ramsey, 1996, p.9).

- Career Management (CM): HR function that involves "a alignment of individual career planning and organizational career management processes to achieve an optimum match of individual and organizational needs" (McLagan, 1989).

- Development: To bring from latent/potential state to an active state.

- Double sampling: A sampling technique in which certain population elements are sampled twice.
• Education: Systematic transfer of knowledge on some subject and capability of using it.

• Environmental context of the problem: Consists of the factors that have an impact on the definition of the marketing research problem, including past information and forecasts, resources and constraints of the firm, objectives of the decision maker, buyer behavior, legal environment, economic environment, and marketing and technological skills of the firm.

• Graphical models: Analytical models that provide a visual picture of the relationships between variables.

• HRD Function: Any activity related to HRD regardless of whether conducted by HRD practitioners or not (Reynolds, 1993).

• HRD Practitioner: A person who carries out HRD function, though the person's job title may be personnel specialist, HR, HRD, or HRD practitioner.

• HRD Professionals: HRD professionals refers to individuals with job positions at any level in the human resource department and who are in charge of human resource related tasks in an organization.

• Human Performance Improvement (HPI): "A systematic process of discovering and analyzing important human performance gaps, planning for future improvements in human performance, designing and developing cost-effective and ethically justifiable interventions to close performance gaps, implementing the interventions, and evaluating the financial and nonfinancial results" (Rothwell. 1996. p. 79).

• Human Resource Development (HRD): "HRD if a process of developing and unleashing human expertise through organization development (OD) and
personnel training and development (T &D) for the purpose of improving performance (Swanson & Holton, 2001, p.4).

- Human resource development - HRD is described as a process of widening peoples' choices and raising their level of well-being through education and training. It involves the expansion of human capabilities and access to opportunities in the social, economic, and political arenas (UNDP, Kenya, 2002).


- Human resource management - Okumbe (2001) defined human resource management as "a strategic approach to acquiring, developing, managing, and gaining the commitment of the organizations' key resource—the people who work in it and for it" (p. 3). Waweru (1984) said that management is understood to mean the process whereby things are done through others. Human resource management concerns the human side of the management enterprises and employees' relations with their firms. The purpose is to ensure that the employees are used in such a way that the employer obtains the greatest possible benefit from their abilities, and the employees obtain both material and psychological rewards from their work. (Kamunge, 1988, p. 1)

- Human Resource Management (HRM): The strategic integration of the eight areas of HR practice with corporate planning and strategy (Guest, 1990).

- Human Resources: Refers to "the people employed in an organization" (Gilley & Eggland, 1989, pA).
• Hypothesis: An unproven statement or proposition about a factor or phenomenon that is of interest to the researcher.

• Implicit alternative: An alternative that is not explicitly expressed.

• Interaction: When assessing the relationship between two variables, an interaction occurs if the effect of X1 depends on the level of X2, and vice versa.

• Interval scale: A scale in which the numbers are used to rate objects such that numerically equal distances on the scale represent equal distances in the characteristic being measured.

• Knowledge: Range of information on some subject.

• Legal environment: Regulatory policies and norms within which organizations must operate.

• Learning: "The process of acquiring new knowledge and skills, changing behavior or attitudes based on developing new ways of thinking, and inventing new approaches" (Rothwell et al., 1999, p. 120).

• Measurement: The assignment of numbers or other symbols to characteristics of objects according to certain prespecified rules.

• Multinational Corporation (MNC) – a large company with plants or other direct in one or more foreign countries. It is also called an international corporation or a transnational corporation. Typically, the multinationals have operated in developing countries, where they provide technology, finance capital, and marketing skills in return for a profitable market. But even advanced industrial nations may be the scenes of by multinational companies. The power that multinationals can exert over foreign governments has been the
target of criticism, but many host countries have imposed regulations that have given them a larger share of profits, jobs, and markets.

- **Multinational corporations can be divided into three broad groups according to the configuration of their production facilities:**

  - **Horizontally integrated multinational corporations** manage production establishments located in different countries to produce the same or similar products. (example: McDonalds)
  
  - **Vertically integrated multinational corporations** manage production establishment in certain country/countries to produce products that serve as input to its production establishments in other country/countries. (example: Adidas)
  
  - **Diversified multinational corporations** manage production establishments located in different countries that are neither horizontally nor vertically integrated. (Example: Microsoft). Further they may be segregated into three types depending on their origin and/or present ownership namely the Government type, the Indian private sector type and the multinational type i.e. of foreign origin.

- **Multiple:** The strength of the joint effect of two (or more) factors, or the overall effect.

- **Need:** is a gap between the desired level and actual level. It may be Educational Need; Training Need or Development Need.
• Nominal scale: A scale whose numbers serve only as labels or tags for identifying and classifying objects with a strict one-to-one correspondence between the numbers and the objects.
• Normal distribution: A basis for classical statistical inference that is bell-shaped and symmetrical in appearance. Its measures of central tendency are all identical.
• Objective evidence: Unbiased evidence that is supported by empirical findings.
• Objectives: Goals of the organization and of the decision maker must be considered in order to conduct successful marketing research.
• Order or position bias: A respondent's tendency to check an alternative merely because it occupies a certain position or is listed in a certain order.
• Ordinal scale: A ranking scale in which numbers are assigned to objects to indicate the relative extent to which some characteristic is possessed. Thus it is possible to determine whether an object has more or less of a characteristic than some other object.
• Organization Development (OD): "OD if the process of systematically unleashing human expertise to implement organizational change for the purpose of improving performance" (Swanson & Holton, 2001, p.260).
• Pilot surveys: Surveys that tend to be less structured than large-scale surveys in that they generally contain more open-ended questions and the sample size is much smaller.
• Population: The aggregate of all the elements, sharing some common set of characteristics that comprises the universe for the purpose of the marketing research problem.
• **Precoding**: In questionnaire design, assigning a code to every conceivable response before data collection.

• **Pretesting**: The testing of the questionnaire on a small sample of respondents for the purpose of improving the questionnaire by identifying and eliminating potential problems.

• **Primary Data**: Data originated by the researcher specifically to address the research problem.

• **Probability sampling**: A sampling procedure in which each element of the population has a fixed probabilistic change of being selected for the sample.

• **Product moment correlation (r)**: A statistic summarizing the strength of association between two metric variables.

• **Performance**: "The achievement of effective outcomes from productive work" (Rothwell et al. 1999, p. 120).

• **Qualitative research**: An unstructured, exploratory research methodology based on small samples intended to provide insight and understanding of the problem setting.

• **Questionnaire**: A structured technique for data collection that consists of a series of questions, written or verbal, that a respondent answers.

• **Quota sampling**: A no probability sampling technique that is a two-stage restricted judgmental sampling.

• **Research Design**: A framework or blueprint for conducting the marketing research project. It specifies the details of the procedures necessary for obtaining the information needed to structure and/or solve marketing research problems.
• Research questions: Research questions are refined statements of the specific components of the problem.

• Roles: A related set of work activities within a job, which transcends specific jobs and has core identity within a discipline or profession (Chalofsky & Lincoln, 1983).

• Roles: A common group of competencies targeted to meet specific expectations of a job or function. A role should not be confused with a job title." "Training focuses on identifying, assuring, and helping develop, through planned learning, the key competencies that enable individuals to perform their current job" (McLagan. 1989. p. 9).

• Secondary Data: Data collected for some purpose other than the problem at hand.

• Self-reference criterion: The unconscious reference to one's own cultural values

• Sequential sampling: A probability sampling technique in which the population elements are sampled sequentially, data collection and analysis are done at each stage and a decision in made as to whether additional population elements should be sampled.

• Significance of the overall effect: A test that some differences exist between some of the treatment groups.

• Simple Random Sampling (SRS): A probability sampling technique in which each element in the population has a known and equal probability of selection. Every element is selected independently of every other element and sample is drawn by a random procedure from a sampling frame.

• Skill: Expertness in doing some job. It needs practice, in addition to knowledge.
• Snowball sampling: A no probability sampling technique in which an initial group of respondents is selected randomly. Subsequent respondents are selected based on the referrals or information provided by the initial respondents. This process may be carried out in waves by obtaining referrals from referrals.

• Specific components: The second part of the marketing research problem definition. The specific components focus on the key aspects of the problem and provide clear guidelines on how to proceed further.

• Standard error: The standard deviation of the sampling distribution of the mean or proportion.

• Statistical inference: The process of generalizing the sample results to the population results.

• Stratified sampling: A probability sampling technique that uses a two-step process to partition the population into subpopulations, or strata. Elements are selected from each stratum by a random procedure.

• Structured questions: Questions that prespecify the set of response alternatives and the response format. A structured question could be multiple choices, dichotomous, or a scale.

• Systematic sampling: A probability sampling technique in which the sample is chosen by selecting a random starting point and then picking every itch element in succession from the sampling frame.

• Target population: The collection of elements or objects that possess the information sought by the researcher and about which inferences are to be made.
• The first stage consists of developing control categories or quotas of population elements. In the second stage, sample elements are selected based on convenience or judgment.

• Theory: A conceptual scheme based on foundational statements, or axioms, that are assumed to be true.

• Training: Training is defined as "the process of providing employees with specific knowledge and skills in order to enable them to perform specific tasks" (Okumbe 2001, p. 83). It is "the process that enables people to acquire new skills and perform tasks differently and better than before. It attempts to teach a person how to perform particular activities or a specific job" (Nzuve, 1997, p. 57).

• Training: Systematic transfer of relevant knowledge and skills to do a job properly. Training is job-oriented and generally deals with current needs.

• Training and Development (T &D): "Training and development if defined as a process of systematically developing work-related knowledge and expertise in people for the purpose of improving performance" (Swanson & Holton, 2001, p.204).

• Technology - The modes of production and techniques used in conforming to the needs, resources, capabilities, and social and cultural mores of the community to be served (Omulando, 1988).

• Unfoldment: In HRD process it means acquisition of wider knowledge, skills and attitudes to assume higher responsibility. Development is person oriented and deals with predicted future needs.
- Verbal models: Analytical models that provide a written representation of the relationships between variables.

- Workplace Learning: Learning that occurs in the workplace (Rothwell et al., 1999)

- Z value: The number of standard errors a point is away from the mean.

- Innovation: Any intentional introduction or change of HRD program, policy, practice or system designed to influence or adapt employee the skills, behaviors, and interactions of employees and have the potential to provide both the foundation for strategy formulation and the means of strategy implementation that is perceived to be new and creates current capabilities and competencies (Som, 2006).

- Core Competence: A firm’s core competencies or skills are its ability to perform the activities that underlie the offering of low-cost or differentiated products or services to customers.

- Endowments: are attributes other than skills, such as brand names, patents, reputation, geographic location, client relations, and distribution channels, which allow a firm to leverage its competencies and get more out of them.

- Trust is defined as “... willingness to increase one’s resource investment in another party, based on positive expectation, resulting from past positive mutual interactions.” (Tzafrir & Dolan 2004: 116).