

Glossary

360-degree assessment technique

A process that involves an employee choosing from 6 to 12 other people to evaluate him or her; after these people anonymously fill out performance assessment forms, the results are then tabulated.

activity ratios Ratios that assist managers in understanding how well certain company activities are being carried out.

adhocracy Organizations that are organic and dynamic in nature and have limited formalization and standardization; they also tend toward decentralized decision making.

adjourning The process that occurs when members prepare to disband the group.

at-will employment A policy by which workers are free to sell their labor services to any employer, and employers may employ whomever they prefer and terminate that employment arrangement at any time and for any reason.

auditing An assessment of a person, organization, system, process, operation, project, or product.

authority The right to direct with permission to act.

balance sheet A report on investing and business financing activities of the organization.

boundaryless organization One that consists of individuals working together on projects from various companies and institutions with less regard to traditional borders.

budget An annual financial plan.

centralization/decentralization The degree of delegation of decision making, authority, and power within an organization.

chief executive officer (CEO) An organization's most senior manager.

classical era A period in management literature between the 1880s and 1920s, when original writings and innovations were created.

coaching A process by which an expert observes the employee in his or her job over a period of weeks or months and provides continuous feedback and guidance on how to improve.

communication The sequence of transmitting, receiving, and processing information.

concurrent controls Control systems that manage problems as they are encountered.

consideration A leadership behavior that expresses concern for employees by establishing a warm, supportive, friendly climate.

constant controls Controls that regulate organizational activities on a continual basis, which means that any time any of these standards are not met, the management team immediately reacts with corrective action.

content theories Explanations of the specific factors that motivate people, most notably in the area of human needs.

contingency planning Preparing and developing "what if?" plans for unforeseen events.

controlling The process of evaluating performance against established goals and creating methods appropriate to take corrective action to maintain or improve performance in any area of the organization.

core competence The most proficiently performed internal activity that is central to the firm's strategy and competitiveness.

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Delphi technique A panel of experts who seek to predict what kinds of technological breakthroughs might occur and when such breakthroughs will take place.

departmentalization The organizing of people into different departments or divisions in which collections of tasks are placed together, such as accounting, marketing, and production.

discipline A form of training that enforces organizational rules.

distinctive competence Something a company performs at a level that is better than that of all its rivals.

divisional structure An organizational structure featuring a set of autonomous units, each typically a machine bureaucracy unto itself, coordinated by a central headquarters.

effectiveness Measures the company's efforts to achieve the goals that will allow it to survive, grow, and thrive over time.

efficiency Measures of how productively resources are used to achieve a goal.

employee inventory An examination of all current employees at all levels as well as a projection of future needs in those areas.

equity philosophy An approach used by company leaders to try their best to make the compensation system fair to employees.

ergonomics The design of work areas to minimize physical stress.

exchange philosophy Management's belief that some work skills and some employees are more valuable to the company than others.

executive managers Top-level managers in charge of the operation of the entire organization.

expatriate An employee who is sent from a home country (where the home office is located) to the host country.

expectancy An employee's belief that working hard will result in a desired level of task performance being achieved.

external environment Consists of the total set of forces that act on a company but are not within its boundaries.

feedback control Controls that manage problems after the fact.

feedforward controls Controls used to anticipate problems in advance.

five forces approach Model developed by Michael Porter that identifies and analyzes five competitive forces that shape industries and helps determine an industry's strengths and weaknesses.

force-field analysis Involves identifying and spelling out the forces that call for change and those that push back against those forces.

formal communication system Messages that travel through organizationally approved channels.

formal group A group that an organization establishes to seek company goals and objectives.

formalization The presence of rules and procedures.

forming The process that occurs when members get oriented to the group and start getting to know each other.

front-line managers Managers who supervise entry-level employees.

goal What an individual is trying to accomplish; the object or aim of an action.

governmental organizations Organizations dedicated to providing the

public services not offered by for-profit and nonprofit organizations.

grievances Formal complaints filed by workers with management.

group A collection of two or more people interacting who share collective norms and goals and have a common identity.

group cohesiveness The degree of goal commitment, conformity, cooperation, and group control over members that exists.

groupthink A phenomenon that results when group pressures for conformity become so intense that the group avoids any unusual, minority, or unpopular views.

hierarchy of needs Model created by Abraham Maslow that depicts human needs advancing from basic needs to complex, higher order needs.

host country employee Someone who lives in a foreign country where work will be performed who oversees the activities in that nation.

human relations movement A movement in management literature that gained momentum in the late 1920s; its primary focus was on people rather than solely on productivity.

human resource planning The process of analyzing and preparing for future personnel needs.

humanism Perspective supported by Abraham Maslow that suggests the basic inner nature of a person is inherently good.

informal communication Messages that travel through social interactions among employees.

informal group A group that emerges without the endorsement of organizational leaders.

information richness The potential information-carrying capacity of a communication channel.

initiating structure A leadership behavior that organizes and defines what group members should be doing.

instrumentality An employee's belief that successful performance will be followed by rewards and other desirable outcomes.

job A set or series of tasks performed by an individual on behalf of an organization.

job analysis The process of assigning tasks to jobs.

job description A formal list of tasks and duties performed in a job.

job design What occurs when managers determine the tasks needed to be done, who will do them, and what selection criteria will be used to choose employees and place them on the job.

job specification A document that identifies the eligibility requirements or qualifications needed to perform a job.

kinesic cues Messages communicated by nonlinguistic body language or movements.

leadership Influencing behaviors in organizations.

leading In a business context, consists of all activities undertaken to help people achieve the highest level of performance.

leading Motivating, coordinating, and energizing individuals and groups to work together to achieve organizational goals.

leverage ratios The ratios used to measure company debt and company risk.

line managers Managers who are directly responsible for a product line or delivery of a service by the organization.

liquidity ratios The ratios designed to make sure the company has enough money on hand.

machine bureaucracy A form of organizational structure featuring highly routine operating tasks typically grouped together into functional departments with high formalization, central authority, and the decision making that flows through a chain of command.

management All the techniques used to lead the human resources in an organization to become productive.

management by objectives A participative annual goal-setting program used in both planning and control systems.

management functions Planning, organizing, staffing, leading, and controlling human and other resources to achieve organizational goals.

management information system A group consisting of the people and technologies used to collect and process organizational information.

management theory The study of the overall management process.

manager The person responsible for helping to achieve an organization's goals and desired future outcomes.

market share A measure of the company's percentage of total sales in an industry or a subset of an industry.

mechanistic organization An organizational structure characterized by high use of rules and procedures, a greater number of levels in the organization, and formal relationships between workers; as a result, it is a less flexible method of operation.

mechanization/computerization A measure of the reliance on computers and technology to maintain operations.

mentoring A process whereby an established employee guides the development of a less experienced worker to increase the employee's competencies, achievement, and understanding of the organization.

middle managers Managers charged with directing organizational functions while implementing top-level plans and supervising front-line managers.

mission statement A document that expresses a clear and concise reason for why the organization exists.

nonprofit organizations Organizations created in response to an expressed social need.

normative technological forecasting Technological forecasting designed to identify when a technological breakthrough would occur if various entities would cooperate in creating it.

norming The stage that takes place after conflicts have been resolved.

norms Rules that govern behaviors in a group.

operational goals Specific performance targets in short-term time frames.

operational plans The plans that direct daily activities.

organic structure An organizational structure that employs few rules and procedures, has a small number of organizational levels and ranks, allows for informal relationships among workers and supervisors, and is much more flexible and adaptable as a result.

organization A collection of people who work together and coordinate their actions to achieve a wide variety of goals or desired future outcomes.

organization chart A chart that provides box-and-line illustrations representing the formal relationships of positions of authority and the organization's official divisions of labor.

organizational design The process by which managers make specific organizing choices that result in the particular kind of organizational structure they will use.

organizational structure A formal system of task and reporting relationships that coordinates the activities of members so that they work together to achieve organizational goals.

organizing The process of establishing task and authority relationships that allow people to work together to achieve the organization's goals.

performing The stage that occurs when members focus on solving problems and completing their assigned tasks.

periodic controls Control systems that assess organizational activities on a regularly scheduled basis.

planning The process by which managers choose appropriate organizational goals and identify courses of action to best reach those goals.

power Control over formal and informal means of influence.

professional bureaucracy An organizational structure in which professionals self-impose standardization and formalization, often in compliance with governing bodies.

profit-seeking organizations (also known as for-profit or business organizations) Organizations that deliver goods and services that offer value to consumers in exchange for money, normally expressed as sales and other revenues.

profitability ratios The ratios used to measure company financial success.

program A set of planning projects designed to change a company's direction.

project A plan for a single-time activity.

promote from within A policy that gives priority to advancing current employees to higher ranks.

refreezing What occurs at the conclusion of a persuasive presentation regarding an attitude that includes a call to action to engage in a positive activity.

responsibility (or accountability) The obligation to complete tasks as assigned by an employee's immediate supervisor.

scientific management A management approach based on analyzing work scientifically, selecting workers scientifically, creating cooperation between workers and managers, and sharing responsibility for organizational outcomes.

sexual harassment Unwelcome sexual advances, requests for sexual favors, and other physical or verbal conduct of a sexual nature.

share of mind (or consumer awareness) The degree to which consumers are aware of the existence of a company, which inclines them to visit that company or store.

simple structure An organizational structure dominated by a strategic apex but having little formalization or complexity; almost everyone reports directly to the owner of the business, and the organization chart is flat because there are few, if any, reporting layers.

skills inventory A breakdown of the employee's resume or performance record into sets of strengths and talents exhibited by the employee.

social loafing The behavior that occurs when team members give less effort to a group than they would if working individually.

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sourcing The methods used to acquire raw materials.

staff managers The managers who lead departments that serve in supporting roles, including accounting, human resources, procurement, and logistics.

staffing The process of recruiting, selecting, training, evaluating, compensating, and disciplining of employees within the organization.

standardization The use of a series of job titles that are exactly the same, and the assignment of workers to perform the same activities.

storming The stage that takes place as individual personalities, roles, and conflicts emerge within the group.

strategic goals The long-term, sweeping targets a company seeks to pursue.

strategic human resource management (SHRM) A process in which all staffing activities are fully integrated into a program designed to help the overall organization achieve its strategic objectives.

strategic management Coordinating the efforts of all levels of management into a unified course of action.

strategic planning A purposeful effort that is directed by management within an organization; if done effectively, it draws on the knowledge, skills, and abilities of employees at all levels of the organization.

strategic vision statement A statement that offers direction about where the organization is heading and what it hopes to become; it also articulates the long-term direction of the company.

strategy A cluster of decisions about what goals to pursue, what actions to take, and how to use resources to achieve goals.

sunk costs doctrine A doctrine that suggests that over time, a person's investment in

a company escalates, driving personal resistance to change.

SWOT analysis A method of assessing company strengths and weaknesses plus opportunities and threats in the external environment.

tactical goals Goals that guide managers in the various areas and that should mesh with strategic goals.

tactics The plans that support strategies.

task An action or activity performed by an employee as part of his or her job.

team A small group of people, with complementary skills, who work together to achieve a common purpose and hold themselves mutually accountable for accomplishing group goals.

team building An effort that consists of all activities designed to improve the internal functioning of work groups.

telecommuting jobs Jobs that allow employees to perform job duties from a remote location and only rarely travel to the physical workplace.

Theory X Theory of human motivation proposed by Douglas McGregor that assumes people lack ambition, prefer direction, inherently dislike work, and are motivated only by external factors such as money and fear.

Theory Y Theory of human motivation proposed by Douglas McGregor that assumes people want to work, prefer autonomy, have underutilized talents, and have innate motivation.

Theory Z Theory of human motivation and management style initially developed by William Ouchi that proposes a workplace environment that meets employee needs, offers secure employment, and seeks to create high levels of trust and responsibility.

third-party national Someone who does not live in either the home or host country.

transformational leaders Individuals who engender trust, seek to develop leadership in others, exhibit self-sacrifice, and serve as moral agents; they focus themselves and their followers on objectives that transcend the more immediate needs of the work group.

unfreezing A process that involves convincing the audience that their previously held perspectives or attitudes have flaws or may create problems in some way that begins with capturing attention.

union A formal association of workers that promotes the interests of its members through collective action.

valence The value an employee assigns to the possible rewards and other work-related outcomes.

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