Glossary

Ability   *stable characteristic responsible for a person's maximum physical or mental performance*

Accountability practices   *Focus on treating diverse employees fairly*

Adaptive perspective   *assumes that adaptive cultures enhance a firm's financial performance*

Affirmative action   *focuses on achieving equality of opportunity in an organization*

Aggressive style   *expressive and self-enhancing but takes unfair advantage of others*

Aided-analytic   *using tools to make decisions*

Asch effect   *giving in to a unanimous but wrong opposition*

Assertive style   *expressive and self-enhancing but does not take advantage of others*

Attention   *Being consciously aware of something or someone*

Attitude   *learned predispositions towards a given object*

Availability heuristic   *tendency to base decisions on information readily available in memory*

Baseline data   *pre-intervention data collected by someone other than the target person*

Behavioural contingencies *antecedent → behaviour → consequence (A→B→C) relationships*

Behaviour chart   *programme evaluation graph with baseline and intervention data*

Behaviour modification   *making specific behaviour occur more or less often by managing its cues and consequences*

Behavioural self-management *modifying one's own behaviour by managing cues, cognitive processes and consequences*

Benchmarking   *process by which a company compares its performance with that of high-performing organizations*

Bounded rationality   *constraints that restrict decision-making*

Brainstorming   *process to generate a quantity of ideas*

Buffers   *resources or administrative changes that reduce burn-out*

Bureaucracy   *Max Weber's idea of the most rationally efficient form of organization*

Burn-out   *a condition of emotional exhaustion and negative attitudes*

Case study   *in-depth study of a single person, group or organization*

Casual attributions   *suspected or inferred causes of behaviour*

Centralized decision-making   *top managers make all key decisions*

Charismatic leadership   *transforms employees to pursue organizational goals over self-interests*

Closed system   *a relatively self-sufficient entity*

Coalition   *temporary groupings of people who actively pursue a single issue*

Coercive power   *obtaining compliance through threatened or actual punishment*

Cognitions   *a person's knowledge, opinions or beliefs*

Cognitive categories   *mental depositories for storing information*

Cognitive style   *a perceptual and judgemental tendency, according to Jung's typology*

Cohesiveness   *a sense of 'we-ness' that helps group stick together*

Collaborative computing   *using computer software and hardware to help people work together better*

Collectivist culture   *personal goals less important than community goals and interests*

Communication   *interpersonal exchange of information and understanding*

Communication competence *ability to use the appropriate communication behaviour effectively in a given context*

Communication distortion *purposely modifying the content of a message*

Conflict   *one party perceives its interests are being opposed or set back by another party*

Conflict triangle   *conflicting parties involve a third person rather than dealing directly with each other*

Consensus   *presenting opinions and gaining agreement to support a decision*

Consideration   *creating mutual respect and trust between leader and followers*

Contingency approach   *using management tools and techniques in a situationally appropriate manner; avoiding the one-best-way mentality*

Contingency approach to organization design   *creating an effective organization–environment fit*

Contingency factors   *situational variables that influence the appropriateness of a leadership style*

Continuous reinforcement *reinforcing every instance of a behaviour*

Control strategy   *coping strategy that directly confronts or solves problems*

Coping   *process of managing stress*

Core job dimensions   *job characteristics found to various degrees in all jobs*

Creativity   *process of developing something new or unique*

Cross-cultural management *understanding and teaching behavioural patterns in different cultures*

Cross-cultural training   *structured experiences to help people adjust to a new culture or country*

Cross-functionalism   *team made up of technical specialists from different areas*

Culture   *socially derived, taken-for-granted assumptions about how to think and act*

culture shock   *anxiety and doubt caused by an overload of new expectations and cues*

Decentralized decision-making *lower-level managers are empowered to make important decisions*

Decision-making   *identifying and choosing solutions that lead to a desired end result*

Decision-making style   *a combination of how individuals perceive and respond to information*

Delegation   *granting decision-making authority to people at lower levels*

Delphi technique   *group process that anonymously generates ideas from physically dipersed experts*

Development practices   *Focus on preparing diverse employees for greater responsibility and advancement.*

Devil's Advocacy   *assigning someone the role of critic*

Dialectic method   *fostering a debate of opposing viewpoints to better understand an issue*

Differentiation   *division of labour and specialization that cause people to think and act differently*

Distributive justice   *the perceived fairness of how resources and rewards are distributed*

Diversity   *the host of individual differences that makes people different from, and similar to, each other*

Dysfunctional conflict   *threatens organization's interests*

Electronic mail   *uses the Internet/Intranet to send computer-generated text and documents*

Empowerment   *sharing varying degrees of power with lower-level employees to better serve the customer*

Emotions   *complex human reactions to personal achievements and setbacks that may be felt and displayed*

Enacted values   *the values and norms that are exhibited by employees*

Equity theory   *holds that motivation is a function of fairness in social exchanges*

Escalation of commitment   *sticking to an ineffective course of action too long*

Escape strategy   *coping strategy that avoids or ignores stressors and problems*

Espoused values   *the stated values and norms preferred by an organization*

Ethics   *study of moral issues and choices*

Ethnocentrism   *belief that one's native country, culture, language and behaviour are superior*

Eustress   *stress that is good or produces a positive outcome*

Expatriate   *anyone living or working in a foreign country*

Expectancy   *belief that effort leads to a specific level of performance*

Expectancy theory   *holds that people are motivated to behave in ways that produce valued outcomes*

Experienced meaningfulness   *feeling that one's job is important and worthwhile*

Experienced responsibility   *believing that one is accountable for work outcomes*

Expert power   *obtaining compliance through one's knowledge or information*

External factors   *environmental characteristics that cause behaviour*

External forces for change   *originate outside the organization*

External locus of control   *attributing outcomes to circumstances beyond one's control*

Extinction   *making behaviour occur less often by ignoring it or not reinforcing it*

Extranet   *connects internal employees with selected customers, suppliers and strategic partners*

Extrinsic rewards   *financial, material or social rewards from the environment*

Feedback   *objective information about performance*

Field study   *examination of variables in real-life settings*

Fight-or-flight response   *to either confront stressors or try to avoid them*

Fit perspective   *assumes that culture must align with its business or strategic context*

Functional analysis   *reducing person-environment interaction to $A \rightarrow B \rightarrow C$ terms*

Functional conflict   *serves organization's interests*

Functional social support   *support sources that buffer stress in specific situations*

Fundamental attribution bias   *ignoring environmental factors that affect behaviour*

Gainsharing   *bonuses tied to measurable productivity increases*

'Garbage can' model   *holds that decision-making is sloppy and haphazard*

Glass ceiling   *invisible barrier blocking women and minorities from top management positions*

Global social support   *the total amount of social support available*

Goal   *what an individual is trying to accomplish*

Goal commitment   *amount of commitment to achieving a goal*

Goal difficulty   *the amount of effort required to meet a goal*

Goal specificity   *quantifiability of a goal*

Grapevine   *unofficial communication system of the informal organization*

Group cohesiveness   *a 'we feeling' binding members of a group together*

Groupthink   *Janis's term for a cohesive in-group's unwillingness to view alternatives realistically*

Hardiness   *personality characteristic that neutralizes stress*

High-context cultures   *primary meaning derived from non-verbal situational cues*

Hierarchical communication   *xchange of information between managers and employees*

Holistic wellness approach   *advocates personal responsibility for reducing stressors and stress*

Hygiene factors   *job characteristics associated with dissatisfaction*

Impression management   *getting others to see us in a certain manner*

Individualistic culture   *primary emphasis on personal freedom and choice*

Information Richness   *information-carrying capacity of data*

Initiating structure   *organizing and defining what group members should be doing*

Instrumental cohesiveness   *sense of togetherness based on the mutual dependency required to get the job done*

Instrumentality   *a performance $\rightarrow$ outcome perception*

Instrumental values   *personally preferred ways of behaving*

Integration   *co-operation among specialists to achieve common goals*

Intelligence   *capacity for constructive thinking, reasoning, problem solving*

Interactional justice   *the perceived fairness of the decision-maker's behaviour in the process of making decisions*

Intermittent reinforcement *reinforcing some but not all instances of behaviour*

Internal factors *personal characteristics that cause behaviour*

Internal forces for change *originate inside the organization*

Internal locus of control *attributing outcomes to one's own actions*

Internal motivation *motivation caused by positive internal feelings*

Internet *a global network of computer networks*

Intranet *an organization's private Internet*

Intrinsic rewards *self-granted, psychic rewards*

Job design *changing the content and/or process of a specific job to increase job satisfaction and performance*

Job enlargement *putting more variety into one job*

Job enrichment *text to go here?*

Job rotation *moving employees from one specialized job to another*

Job satisfaction *an affective or emotional response to one's job*

Judgement heuristic *rules of thumb or shortcuts that people use to reduce information-processing demands*

Knowledge of results *feedback about work outcomes*

Laboratory study *manipulation and measurement of variables in contrived situations*

Law of Effect *behaviour with favourable consequences is repeated; behaviour with unfavourable consequences disappears*

Leader-member relations *extent to which leader has the support, loyalty and trust of work group*

Leadership *influencing employees to voluntarily pursue organizational goals*

Leadership Grid® *Represents four leadership styles found by crossing concern for production and concern for people*

Leadership prototype *mental representation of the traits and behaviours possessed by leaders*

Leader trait *personal characteristic that differentiates a leader from a follower*

learned helplessness *debilitating lack of faith in one's ability to control the situation*

Learning capabilities *the set of core competencies and internal processes that enable an organization to adapt to its environment*

Learning modes *the various ways in which organizations attempt to create and maximize their learning*

Learning organization *proactively creates, acquires and transfers knowledge throughout the organization and changes its behaviour on the basis of new knowledge and insights*

Legitimate power *obtaining compliance through formal authority*

Liaison individuals *consistently pass grapevine information along to others*

Line managers *have authority to make organizational decisions*

Listening *actively decoding and interpreting verbal messages*

Low context cultures *primary meaning derived from written and spoken words*

Management *process of working with and through others to achieve organizational objectives efficiently and ethically*

Management by objectives *management system incorporating participation in decision-making, goal-setting and feedback*

Managing diversity *creating organizational changes that enable all people to perform up to their maximum potential*

Mechanistic organizations *rigid, command-and-control bureaucracies*

Mentoring *process of forming and maintaining developmental relationships between a mentor and a junior person*

Meta-analysis *pools the results of many studies through statistical procedure*

Met expectations *the extent to which one receives what he or she expects from a job*

Mission statement *summarizes 'why' an organization exists*

Monochronic time *preference for doing one thing at a time because time is limited, precisely segmented and schedule driven*

Motivating potential score *the amount of internal work motivation associated with a specific job*

Motivation *psychological processes that arouse and direct goal-directed behaviour*

Motivators *job characteristics associated with job satisfaction*

Mutuality of interest *balancing individual and organizational interests through win-win co-operation*

Natural rewards *normal social interactions such as praise or recognition*

Needs *physiological or psychological deficiencies that arouse behaviour*

Need for achievement *desire to accomplish something difficult*

Need for affiliation *desire to spend time in social relationships and activities*

Need for power *desire to influence, coach, teach or encourage others to achieve*

Negative equity *comparison in which another person receives greater outcomes for similar inputs*

Negative reinforcement *making behaviour occur more often by contingently withdrawing something negative*

Negotiation *give-and-take process between conflicting interdependent parties*

Noise *interference with the transmission and understanding of a message*

Nominal group technique *process to generate ideas and evaluate solutions*

Non-analytic *using rules, formulated beforehand, to make decisions*

Non-assertive style *timid and self-denying behaviour*

Non-verbal communication *messages sent that are neither written nor spoken*

Normative beliefs *thoughts and beliefs about expected behaviour and modes of conduct*

Open system *organism that must constantly interact with its environment to survive*

Operant behaviour *Skinner's term for learned, consequence-shaped behaviour*

Optimizing *choosing the best possible solution*

Organic organizations *fluid and flexible network of multitalented people.*

Organization   *system of consciously co-ordinated activities of two or more people*

Organizational behaviour   *interdisciplinary field dedicated to better understanding of management of people at work*

Organizational culture   *shared values and beliefs that underlie a company's identity*

Organizational decline   *decrease in organization's resource base (money, customers, talent, innovations)*

Organization development   *a set of techniques or tools that are used to implement organizational change*

Organizational ecologists   *those who study the effect of environmental factors on organizational success/failure and interrelationships among populations and communities of organizations*

Organizational identification   *organizational values or beliefs become part of one's self-identity*

Organizational moles   *use the grapevine to enhance their power and status*

Organizational politics   *intentional enhancement of self-interest*

Organizational Socialization   *process by which employees learn an organization's values, norms and required behaviours*

Organization-based self-esteem (OBSE)   *an organization member's self-perceived value*

Organization chart   *graphic illustration showing chain of formal authority and division of labour*

Paradigm   *a generally accepted way of viewing the world*

Participative management   *involving employees in various forms of decision-making*

Pay for performance   *monetary incentives tied to one's results or accomplishments*

Perception   *process of interpreting one's environment*

Perceptual model of communication   *consecutively linked elements within the communication process*

Persistence   *extent to which effort is expended on a task over time*

Personal initiative   *going beyond formal job requirements and being an active self-starter*

Personality   *stable physical and mental characteristics responsible for a person's identity*

Personality conflict   *interpersonal opposition driven by personal dislike or disagreement*

Personalized power   *directed at helping oneself*

Polychronic time   *preference for doing more than one thing at a time because time is flexible and multidimensional*

Position power   *degree to which leader has formal power*

Positive equity   *comparison in which another person receives lesser outcomes for similar inputs*

Positive reinforcement   *making behaviour occur more often by contingently presenting something positive*

Postmodern organizations   *flexible organizations that are decentralized, computer linked and less hierarchical than bureaucracies*

Prevalence (or representativeness) heuristic   *tendency to assess the likelihood of an event occurring based on impressions about similar occurrences*

Problem   *gap between an actual and desired situation*

Procedural justice   *the perceived fairness of the process and procedures used to make allocation decisions*

Process-style listeners   *likes to discuss issues in detail*

Profit sharing   *portion of bottom-line economic profits given to employees*

Programmed conflict   *encourages different opinions without protecting management's personal feelings*

Propensity to trust   *a personality trait involving one's general willingness to trust others*

Proxemics   *Hall's term for the cultural expectations about interpersonal space*

Psychological contract   *can be defined as the written and implied expectations between employer and employee*

Punishment   *making behaviour occur less often by contingently presenting something negative or withdrawing something positive*

Quality circles   *small groups of volunteers who strive to solve quality-related problems*

Rational model   *logical four-step approach to decision-making*

Readiness   *follower's ability and willingness to complete a task*

Realistic job preview   *presents both positive and negative aspects of a job*

Reality shock   *a newcomer's feeling of surprise after experiencing unexpected situations or events*

Reasons-style listeners   *interested in hearing the rationale behind a message*

Reciprocity   *widespread belief that people should be given something in return for their positive or negative act*

Recruitment practices   *attempts to attract qualified, diverse employees at all levels*

Referent power   *obtaining compliance through charisma or personal attraction*

Relaxation response   *state of peacefulness*

Resistance to change   *emotional/behavioural response to real or imagined work changes*

Respondent behaviour   *Skinner's term for unlearned stimulus– response reflexes*

Results-style listeners   *interested in hearing the bottom line or result of a message*

Reward equality norm   *everyone should get the same rewards*

Reward equity norm   *rewards should be tied to contributions*

Reward power   *obtaining compliance with promised or actual rewards*

Sample survey   *questionnaire responses from a sample of people*

Satisficing   *choosing a solution that meets a minimum standard of acceptance*

Scenario technique   *speculative forecasting method*

Schema   *mental picture of an event or object*

Self-concept   *person's self-perception as a physical, social, spiritual being*

Self-efficacy   *belief in one's ability to do a task*

Self-esteem   *one's overall self-evaluation*

Self-fulfilling prophecy   *people's expectations determine behaviour and performance*

Self-managed teams *groups of employees granted administrative oversight for their work*

Self-management leadership *process of leading others to lead themselves*

Self-monitoring *observing one's own behaviour and adapting it to the situation*

Sex-role stereotype *beliefs about appropriate roles for men and women*

Self-serving bias *taking more personal responsibility for succes than failure*

Self-talk *evaluating thoughts about oneself*

Servant-leadership *focuses on increased service to others rather than to oneself*

Shaping *reinforcing closer and closer approximations to a target behaviour*

Situational theories *propose that leader styles should match the situation at hand*

Skill *specific capacity to manipulate objects*

Socialized power *directed at helping others*

Social loafing *decrease in individual effort as group size increases*

Social power *ability to get things done using human, informational and material resources*

Social support *amount of helpfulness derived from social relationships*

Socio-emotional cohesiveness *sense of togetherness based on emotional satisfaction*

Span of control *the number of people reporting directly to a given manager*

Staff personnel *provide research, advice and recommendations to line managers*

Stakeholder audit *systematic identification of all parties likely to be affected by the organization*

Stereotype *beliefs about the characteristics of a group*

Strategic constituency *any group of people with a stake in the organization's operation or success*

Strategic plan *a long-term plan outlining actions needed to achieve planned results*

Strength perspective *assumes that the strength of corporate culture is related to a firm's financial performance*

Stress *behavioural, physical or psychological response to stressors*

Stressful life events *life events that disrupt daily routines and social relationships*

Stressors *environmental factors that produce stress*

Substitutes for leadership *situational variables that can substitue for, neutralize or enhance the effects of leadership*

Superleader *someone who leads others to lead themselves*

Symptom management strategy *coping strategy that focuses on reducing the symptoms of stress*

Target elements of change *components of an organization that may be changed*

Task structure *amount of structure contained within work tasks*

Team *small group with complementary skills who hold themselves mutually accountable for common purpose, goals and approach*

Team-based pay *linking pay to teamwork behaviour and/or team results*

Team building *experiential learning aimed at better internal functioning of groups*

Team viability *team members satisfied and willing to contribute*

Telecommuting *doing work that is generally performed in the office away from the office using different information technologies*

Terminal values *personally preferred states of existence (or 'end-states')*

Theory *a story defining key terms, providing a conceptual framework and explaining why something occurs*

Theory Y *McGregor's modern and positive assumptions about employees being responsible and creative*

Total quality management *an organizational culture dedicated to training, continuous improvement and customer satisfaction*

Transactional leadership *focuses on interpersonal interactions between managers and employees*

Trust *reciprocal faith in other's intentions and behaviour*

Type A behaviour syndrome *aggressively involved in a chronic, determined struggle to accomplish more in less time*

Unaided-analytic *analysis is limited to processing information in one's mind*

Unity of command principle *each employee should report to a single manager*

Upward feedback *subordinates evaluate their boss*

Valence *the value of a reward or outcome*

Value attainment *the extent to which a job allows fulfillment of one's work values*

Value (personal) *durable belief in a way of behaving or a preferred state of existence ('end-state')*

Values *enduring belief in a mode of conduct or end-state*

Value system *the organization of one's belief about preferred ways of behaving and state ('end-state') of belief*

Value system *pattern of values within an organization*

Valuing diversity *text to go here?*

Virtual team *information technology allows group members in different locations to conduct business*

Vision *long-term goal describing what an organization wants to become*

Workforce demographics *statistical profiles of adult workers*

360-degree feedback *comparison of anonymous feedback from one's superior, subordinates and peers, with one's self-perceptions*