



A

Ability

An individual's capacity to perform the various tasks in a job.

Absenteeism

Failure to attend work for whatever reason.

Absoluteness

A mode of thinking that demands or insists upon conformity to certain absolute standards of belief and/ or behaviour by the person him/herself, other people or the environment in general.

Acceptance theory of authority

Barnard's theory that authority is determined by a subordinates willingness to comply.

Accommodating

The willingness of one party in a conflict situation to place the other person's interests above his or her own.

Accountability

Liability for conduct, actions and the impact of decisions directly attributable to the individual or group.

Achievement

The drive to excel, to achieve in relation to a set of standards, to strive to succeed.

Achievement tests

Tests that assess what a person can currently do.

Action research

A change process based on systematic collection of data, selection of a change action based on what the analysed data indicate.

Activity based costing

Costing a given product in terms of the chain of activities responsible for its creation.

Actual self

The self as a person currently views him/herself.

Adaptive behaviour

Behaviour that is aimed at removing or circumventing a situation where goal blocking occurs.

Adaptive learning

Learning how to adapt to environmental change.

Added value negotiation

A five-step process involving the development of multiple deals.

Adjourning

The final stage in group development for temporary groups, characterised by concern with wrapping up activities rather than task performance.

Administrative systems

Systems designed to perform the conversion of inputs into outputs for an organisation's support functions.

Advocacy advertising

Promoting a point of view along with a product or service.

Affective component

The emotional or feeling segment of an attitude.

Affirmative action programme

Making up for past discrimination by actively seeking and employing minorities.

Affiliation

The desire for friendly and close interpersonal relationships

Agreeableness

A personality dimension that describes someone that is good natured, cooperative, and trusting.

Alternative dispute resolution

Avoiding legal action by settling disputes with less costly methods including arbitration and mediation.

Altruism

Unselfish devotion to the interests of others.

Amoral managers

Managers who are neither moral nor immoral, but ethically lazy.

Antecedent

An environmental cue for a specific behaviour

Anthropology

The study of societies to learn about human beings and their activities

Anticipatory changes

Planned changes based on expected situations.

Aptitude

The facility or potential to be able to do something (latent ability)

Arbitrator

A third party to a negotiation who has the authority to dictate an agreement

Artificial intelligence

Branch of cognitive psychology that uses computer models to try to simulate the activities of the mental process.

Assertiveness

A person's desire to satisfy only his or her concerns in a conflict situation.

Assessment Centres

A set of performance assimilation tests designed to evaluate a candidate's managerial potential.

Attitudes

Evaluative statements or judgements concerning objects, people, or events

Attitude surveys

Eliciting responses from employees through questionnaires about how they feel about their jobs, work groups, supervisors, and/or the organisation.

Attribution Theory

When individuals observe behaviour, they attempt to determine whether it is internally or externally caused.

Attribution Theory of Leadership

Proposes that leadership is merely an attribution that people make about other individuals.

Authority

The rights inherent in a managerial position to give instructions and to expect the instructions to be obeyed

Autonomy

The degree to which the job provides substantial freedom and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.

Availability heuristic

The tendency for people to base their judgements on information that is readily available to them.

Avoiding

The desire to withdraw from or suppress a conflict.

B**Bargaining zone**

The gap between two parties.

Batch processing

Processing stored data together at the same time

Behavioural component of an attitude

An intention to behave in a certain way towards someone or something

Behavioural theories of leadership

Theories proposing that specific behaviours differentiate leaders from non-leaders.

Behaviourally anchored rating scales

An evaluation method where actual job-related behaviours are rated along a continuum.

Behaviourism

Belief that observable behaviour is more important than inner states.

Benchmarking

Identifying, studying and building upon the best practices of organisational role models.

Biographical characteristics

Personal characteristics such as age, sex, and marital status that are objective and easily obtained from personnel records.

Board representatives

A form of representative participation involving the company's employees in the representation of the interest of other employees.

Body language

Non-verbal communication based on facial expressions, posture and appearance.

Boundary-less organisation

An organisation that seeks to eliminate the chain of command, have limitless spans of control, and replace departments with empowered teams.

Bounded rationality

Individuals make decisions by constructing simplified models that extract the essential features from problems without capturing all their complexity.

Brainstorming

An idea generation process that specifically encourages any and all alternatives, while withholding any criticism of those alternatives until the process has been completed.

Break-even point

The level of sales at which there is no loss or profit

Bridges

Individuals in a social network who serve as linking pins by belonging to two or more clusters.

Budget

A formal financial projection.

Budget variance

The difference between budgeted and actual figures

Bureaucracy

A structure with highly routine operating tasks achieved through specialisation, very formalised rules and regulations, tasks that are grouped into functional departments, centralised authority, narrow spans of control, and decision-making that follows the chain of command.

Business cycle

The up and down movement of an economy's ability to generate wealth.

C

Cafeteria compensation

A plan that allows employees to select their own mix of benefits

Capability profile

Identifying the organisation's strengths and weaknesses.

Career

A sequence of positions occupied by a person during the course of a lifetime.

Causes

Variables responsible for the variance between actual and desired

Centralisation

The degree to which decision-making is concentrated at a single point in the organisation.

Chain of command

The unbroken line of authority that extends from the top of the organisation to the lowest echelon and clarifies who reports to whom.

Change

The act of making things different.

Change agents

Persons who act as catalysts and assume the responsibility for managing change activities.

Change management

A key performance skill in the managing work performance area that provides managers with the ability to understand the causes of resistance and how to manage the process in achieving a positive outcome in accordance with organisational objectives.

Change embracing

People who have a tendency to be comfortable with a changing environment and adapt to new situations and circumstances and who welcome change.

Change resistant

People who have a tendency to want to remain secure with what they have become used to and who feel less at ease with the unfamiliar and resist change.

Channel

The medium through which a communication message travels

Channel richness

The amount of information that can be transmitted during a communication episode

Charismatic leadership

Followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviours.

Classical conditioning

A type of conditioning where an individual responds to some stimulus that would not invariably produce such a response.

Cliques

Relatively permanent informal groups that involve friendship.

Cluster organisation

Collaborative structure in which teams are the primary unit

Coercive power

Gaining compliance through threats or punishment

Cohesiveness

A tendency of a group to stick together.

Commitment

The state of being bound emotionally or intellectually to some way of thinking or course of action.

Communication

Interpersonal transfer of information and understanding.

Comparative management

The study of how organisational behaviour and management practices differ across cultures.

Compromising

A tactic used to find a common resolution to a problem or issue where the parties have differing views on the cause of action or outcome.

Concurrent control

The monitoring and adjusting of on-going activities and processes.

Concurrent engineering

A team approach to product design involving specialists from all functional areas including research, production and marketing.

Condition of certainty

The solid factual basis allowing the accurate prediction of a decision's outcome.

Condition of risk

Decision made on the basis of incomplete but reliable information.

Condition of uncertainty

No reliable factual information available.

Conflict

Incompatible behaviours make another person or the parties involved, less effective.

Conflict trigger

Any factor that increases the chances of conflict.

Conformity

Complying with prevailing role expectations and norms.

Conscientious

A person who is diligent and constant in application or attention.

Conservative

Favouring traditional views and values; tending to oppose change.

Contingency approach

Research effort to determine which managerial practices and techniques are appropriate in specific situations.

Contingency design

Fitting the organisation to its environment.

Continuous reinforcement

Every instance of a behaviour is rewarded.

Continuum

A continuous non-spatial whole or extent or succession in which no part or portion is distinct or distinguishable from adjacent parts.

Contribution margin

Selling price per unit minus variable costs per unit.

Control

Taking preventive or corrective actions to keep things on track.

Convergent thinking

A type of thinking operation characterised by the use of logical reasoning to arrive at a single correct solution to a problem.

Corporate social responsibility

Idea that business has social obligations above and beyond making a profit.

Creative

Having the power or ability to create things.

Creativity

The reorganisation of experience into new configurations.

Creativity and Originality

A key performance skill in the managing self performance area that provides managers with the ability to seek creative solutions to problems and identify the most appropriate course of action.

Critical path

The most time consuming route through a PERT network.

Cross cultural awareness

A key performance skill in the managing people performance area that provides managers with the ability to understand the different cultural norms that operate in the various countries in which their organisation operates.

Cross cultural training

Guided experience that helps people work and live in foreign cultures.

Cross functional team

Task groups staffed with a mix of specialists pursuing a common objective.

Culture

A population's taken-for-granted assumptions, values, beliefs and symbols that foster patterned behaviour.

Customer-centred

Satisfying the customer's needs by anticipating, listening and responding.

Customer service

A key performance skill in the managing people performance area that provides managers with the ability rethink and improve the quality of customer service your organisation provides.

D

Decentralisation

Top management shares decision-making authority with subordinates.

Decision judgement

A key performance skill in the managing work performance area that provides managers with the ability to highlight the importance of qualitative information and understand its impact on unstructured decisions.

Decision-making

Identifying and choosing alternative courses of action.

Decision management

A key performance skill in the managing work performance area that provides managers with the ability to plan and control the decision-making process so that better quality decisions are made at the right time.

Decision objective

The end result of a decision as a statement of what is to be achieved as a direct result of the decision being made.

Decisional roles

Roles that include those of entrepreneur, disturbance handler, resource allocator, and negotiator.

Decision rule

Tells when and how programme decisions should be made.

Decoding

Retranslating a sender's communication message.

Defensive behaviours

Reactive and protective behaviours to avoid action, blame, or change.

Delegation

Assigning various degrees of decision authority to subordinates.

Delegation management

A key performance skill in the managing people performance area that provides managers with the ability to plan and control the allocation of work within team members in order to maximise resources.

Demands

The loss of something desired.

Deming management

Application of W. Edwards Deming's ideas for more responsive, more democratic and less wasteful organisations.

Departmentalisation

Grouping related jobs or processes into major organisational sub-units.

Dependency

B's relationship to A when A possesses something that B requires.

Dependent variable

A response that is affected by an independent variable.

Development-oriented leader

One who values experimentation, seeking new ideas, and generating and implementing change.

Diplomatic

Using or marked by tact and sensitivity in dealing with others.

Discerning

Exhibiting keen insight and good judgement.

Distinctive competencies

Defines what it is that the organisation is more superior at delivering than its competition.

Distributive bargaining

Negotiation seeks to divide up a fixed amount of resources; a win lose situation.

Distributive justice

The perceived fairness of the amount and allocation of rewards among individuals.

Divergent thinking

A type of thinking operation characterised by breadth of vision and the use of imagination to arrive at a number of possible solutions to a problem.

Diversity

A key performance skill in the managing people performance area that provides managers with the ability to optimise the potential of the team in an environment focused on inclusion and the reduction of prejudices and barriers.

Dominant culture

Expresses the core values that are shared by a majority of the organisation's members.

Doomsday

An unpleasant or disastrous destiny.

Double-loop learning

Errors are corrected by modifying the organization's objectives, policies, and standard routines.

Downside risk

An estimation of the potential loss and impact if a decision fails to meet its objective.

Downsizing

Planned elimination of positions or jobs.

Driving forces

Forces that direct behaviour away from the status quo.

Dynamic

Characterised by continuous change, activity, or progress.

Dysfunctional conflict

Conflict that hinders group performance

E**Effect uncertainty**

Impacts of environmental changes are unpredictable

Effectiveness

A central element in the process of management that entails achieving a stated organisational objective.

Efficiency

A central element in the process of management that balances the amount of resources used to achieve an objective against what was actually accomplished.

Electronic meetings

Meetings where members interact on computers; allowing for anonymity of comments and aggregating of votes.

Emotional intelligence

A key performance skill in the managing self performance area that provides managers with the ability to understand the emotional content of situations and improve effectiveness in dealing with others.

Emotional stability

A personality dimension that characterises someone as calm, enthusiastic, secure (positive) versus tense, nervous, depressed, and insecure (negative).

Employee engagement

A participative process that uses the entire capacity of employees and is designed to encourage increased commitment to the organisations success.

Employee-oriented leader

One who empathises interpersonal relationships.

Empowerment

Providing employees with a significantly increased role in the decision-making process and giving them the necessary tools and rewards.

Encounter stage

The stage in the socialisation process in which a new employee sees what the organisation is really like and confronts the possibility that expectations reality may diverge.

Enthusiastic

Having or showing great excitement and interest

Entrepreneurship

Process of pursuing opportunities without regard to resources currently under ones control.

Environment

Those institutions or forces outside the organisation that potentially affect the organisations performance.

ERG theory

There are three groups of core needs: existence, relatedness, and growth.

Escalation of commitment

An increased commitment to a previous decision in spite of negative information.

Ethical Dilemma

Situations where an individual is required to define right and wrong conduct.

Ethical leadership

A key performance skill in the managing self performance area that provides managers with the ability to use their leadership talents and skills in an ethical manner.

Ethics

Study of moral obligations involving right versus wrong.

Evolutionary

A gradual process in which something changes into a different and usually more complex or better form.

Executive reality check

Senior management working at lower organisational levels to become more aware of operations.

Exit interview

Brief structured interview with a departing employee

Expectancy

Ones belief or expectation that one thing will lead to another.

Expectancy theory

A model that assumes motivational strength is determined by perceived probabilities of success.

Expert power

Influence based on special skills or knowledge.

Extroversion

A personality dimension describing someone who is sociable, talkative, and assertive.

F**Feedback**

The degree to which carrying out the work activities required by a job, results in the individual obtaining direct and clear information about the effectiveness of his or her performance

Feedback control

Checking a completed activity and learning from mistakes.

Feed forward control

Active anticipation and prevention of problems, rather than passive reaction.

Felt conflict

Emotional involvement in a conflict creating anxiety, tenseness, frustration, or hostility.

Fiedler contingency model of leadership

The theory that effective groups depend upon a proper match between a leader's style of interacting with subordinates and the degree to which the situation gives control and influence to the leader.

Filtering

A sender's manipulation of information so that it will be seen more favourably by the receiver.

Financial ratios

Numerical measures of an organisation's financial health.

First-order change

Linear and continuous.

Fishbone diagram

A diagram originally developed by Professor Kaoru Ishikawa to help in the visual display of the many potential causes for a specific problem or effect.

Fixed-interval schedule

Rewards are spaced at uniform time intervals.

Fixed-ratio schedule

Rewards are initiated after a fixed or constant number of responses.

Fixed costs

Contractual costs that must be paid regardless of output or sales.

Flow chart

Graphic display of a sequence of activities and decisions

Forecasts

Predictions, projections or estimates of future situations.

Formal group

Collection of people created to do something productive.

Formalisation

The degree to which jobs within the organisation are standardised.

Formal networks

Task-related communications that follow the authority chain.

Formal leadership

The process of influencing others to pursue official objectives.

Forming

The first stage in group development characterised by much uncertainty.

Foresight

Anticipation of events or problems and planning to meet future circumstances.

Friendship group

Those brought together because they share one or more common characteristics.

Functional authority

Give staff temporary and limited authority for specified tasks

Functional conflict

Conflict that supports the goals of the group and improves its performance.

Fundamental attribution error

The tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgements about the behaviour of others.

G

Gantt chart

Graphic scheduling technique

Global corporation

Worldwide network of fully integrated design, production and marketing operations.

Globalisation

The ability of any organisation to create a global presence.

Goal-setting

Process of improving performance with objectives, deadlines or quality standards.

Goal setting stress reduction and theory

The theory that specific and difficult goals lead to higher performance.

Grapevine

Unofficial and informal communication system.

Graphic rating scales

An evaluation method where the evaluator rates performance factors on an incremental scale.

Group

Two or more freely interacting individuals with a common identity and purpose.

Group demography

The degree to which members of a group share a common demographic attribute, such as age, sex, race, educational level, or length of service in the organisation, and the impact of this attribute on turnover.

Group order ranking

An evaluation method that places employees into a particular classification, such as quartiles.

Group shift

A change in decision risk between the group's decision and the individual decision that members within the group would make; can be either toward conservatism or greater risk.

Group think

Phenomenon in which the norm for consensus overrides the realistic appraisal of alternative courses of action.

H

Halo

Drawing a general impression about an individual based on a single characteristic.

Heuristics

Judgemental shortcuts in decision-making.

Hierarchy of needs

There is a hierarchy of five needs – physiological, safety, social, esteem, and self-actualisation – and as each need is sequentially satisfied, the next becomes dominant.

Higher-order needs

Needs that are satisfied internally; social, esteem, and self-actualisation needs.

Histogram

Bar chart indicating deviations from standard bell-shaped curved.

Human relations view of conflict

The belief that conflict is a natural inevitable outcome in any group.

Human resource function

Planning, acquisition and development of human resources.

Human resource management

A key performance skill in the managing work performance area that provides managers with the ability to manage and lead people so that they can contribute fully to organisational effectiveness.

Human resource planning

Meeting future human resource needs with a comprehensive staffing strategy.

Human skills

The ability to work with, understand, and motivate, other people, both individually and in groups.

Hygiene factors

Those factors – such as company policy and administration, supervision, and salary – that, when adequate in a job, placate workers. When these factors are adequate, people will not be dissatisfied.

I

Idea champions

Individuals who take an innovation and activity and enthusiastically promote the idea, build support, overcome resistance and ensure it is implemented.

Idealise

Changing the nature of a problem situation.

Imagination

Created by, indicative of, or characterized by imagination or creativity.

Imitation strategy

A strategy that seeks to move into new products or new markets only after the viability has already been proven.

Implicit models of organisation structure

Perceptions that people hold regarding structural variables formed by observing things around them in an unscientific fashion.

Impression management

The process by which individuals attempt to control the impression others form of them.

Incremental changes

Sub-system adjustments required to keep the organisation on course.

Individualism

A national culture attribute describing a loosely knit social framework, in which people emphasise only the care of them-selves and immediate family.

Independent variable

The presumed case of some change in the dependent variable.

Individual ranking

An evaluation method that rank-orders employees from best to worst.

Influence

Any attempt to change another person's behaviour.

Informal group

Collection of people seeking friendship.

Informal leadership

The process of influencing others to pursue unofficial objectives.

Informal network

The communication grapevine.

Information

Data with relevance and purpose.

Information management

A key performance skill in the managing work performance area that provides managers with the ability to store and retrieve essential information required to carry out work efficiently.

Information technology

All devices and knowledge required to manage any type of data.

Informational roles

Roles that include monitoring, disseminating, and spokesperson activities.

Initiating structure

The extent to which a leader is likely to define and structure his or her role and those of subordinates in the search for goal attainment.

Innovation

A key performance skill in the managing work performance area that provides managers with the ability to build innovative teams to gain a competitive edge and leadership in the market.

Innovation strategy

A strategy that emphasises the introduction of major new products and services.

Innovation lag

The time it takes for a new idea to be translated into satisfied demand.

Innovation process

The systematic development of a practical application of a new idea.

Instrumental values

Preferable modes of behaviour or means of achieving one's terminal values.

Integration

Collaboration needed to achieve a common purpose.

Integrative bargaining

Negotiation that seeks one or more settlements that can create a win-win solution.

Integrity

Honesty and truthfulness.

Intellectual ability

That required to do mental activities.

Intentions

Decisions to act in a given way in a conflict episode.

Internal auditing

An independent appraisal of organisational operations and systems to assess effectiveness and efficiency.

Internal customer

None in your organisation who can do a good job unless you do a good job.

International management

Pursuing organisational objectives in international and inter-cultural settings.

Interacting groups

Typical groups where members interact with each other face-to-face.

Interactionist view of conflict

The belief that conflict is not only a positive force in a group but that it is absolutely necessary for a group to perform effectively.

Interest group

Those working together to attain a specific objective with which each is concerned.

Inter-group development

Organisational development efforts to improve interactions between groups.

Intermittent reinforcement

A desired behaviour is reinforced often enough to make the behaviour worth repeating, but not every time it is demonstrated.

Internals

Individuals who believe that they control what happens to them.

Interpersonal demands, stress and roles

Roles that include figurehead, leadership, and liaison activities.

Intervention

An organisational development effort designed to correct problems uncovered through diagnosis.

Intrapreneur

An employee who takes personal responsibility for pushing an innovative idea through a large organisation.

Intrinsic rewards

Self-granted and internally experienced pay-offs, such as a feeling of accomplishment.

Intuition

A feeling not necessarily supported by research.

Intuitive decision making

An unconscious process created out of distilled experience.

Inventory control

Establishing and maintaining needed stocks of goods.

Interpersonal roles

Roles that include figurehead, leadership and liaison activities.

Intuition

A feeling not necessarily supported by research

Intuitive decision-making

An unconscious process created out of distilled experience.

Isolates

Individuals who are not connected to a social network.

J

Job analysis

Developing a detailed description of the tasks involved in a job, determining the relationship of a given job to other jobs and ascertaining the knowledge, skills and abilities necessary for an employee to perform the job successfully.

Job characteristics model (JCM)

Identifies five job characteristics and their relationships to personal and work outcomes.

Job description

Summary of duties and qualifications for a specific position.

Job enlargement

Combining two or more specialised tasks to increase their motivational potential.

Job enrichment

Redesigning jobs to increase their motivational potential.

Job involvement

The degree to which a person identifies with his/her job, actively participates with it and considers his/her performance important to self worth.

Job Knowledge

A key performance skill in the managing work performance area that provides managers with the ability to examine professional, specialist or expert knowledge and an understanding of the job role in achieving performance and results.

Job rotation

Moving people from one specialised job to another.

Job satisfaction

A general attitude towards one job and the difference between the amount of rewards workers receive and the amount they believe they should receive.

Job sharing

The practise of having two or more people split a 40 hour a week job.

Job specification

States the minimum acceptable qualifications that an employee must possess to perform a given job successfully.

K

Kaizen

A Japanese term meaning continuous improvement

Kinesics

The study of body movements

L

Leader Member Exchange (LMX) theory

Leaders create in-groups and out-groups and subordinates with in-group status will have higher performance ratings, less turnover and greater satisfaction with their superior.

Leader-member relations

The degree of confidence, trust and respect subordinates have in their leader.

Leader participation model

A leadership theory that provides a set of rules to determine the form and amount of participative decision-making in different situations.

Leadership

Social influence process involving the voluntary pursuit of collective objectives.

Leading

A function that includes motivating subordinates, directing others, selecting the most effective communication channels and resolving conflicts.

Learning

Any relatively permanent change in behaviour that occurs as a result of experience.

Learning organisation

An organisation that turns new ideas into improved performance

Legitimate power

The power a person receives as a result of his or her position in the formal hierarchy of an organisation.

Leniency error

The tendency to evaluate a set of employees too high (positive) or too low (negative).

Liaisons

Individuals in a social network who connect two or more clusters that are not members of any cluster.

Limiting factor

A factor or condition that, either temporarily or permanently, impedes the decision-making process and outcome.

Line and staff organisation

An organisation where line managers make decisions and staff personnel provide advice and support

Locus of control

The degree to which people believe they are masters of their own fate.

Lower order needs

Needs that are satisfied externally; physiological and safety needs.

Loyalty

The satisfaction expressed by passively waiting for conditions to improve.

M

Machiavellianism

The degree to which an individual is pragmatic, maintains emotional distance and believes that ends can justify the means.

McClelland's theory of needs

Achievement, power and affiliation are three important needs that help to understand motivation

Management

The process of working with and through others to achieve organisational objectives in a changing environment.

Management by objectives (MBO)

Comprehensive management system based on measurable and agreed objectives.

Managerial ability

The demonstrated capacity to achieve organisational objectives both effectively and efficiently.

Managerial functions

General administrative duties that need to be carried out in virtually all productive organisations to achieve desired outcomes.

Managerial grid

A nine by nine matrix outlining 81 different leadership styles.

Managerial roles

Specific categories of managerial behaviour

Managers

Individuals who achieve goals through other people

Managing diversity

The process of helping all employees, including women and minority groups, to reach their full potential.

Manipulative

Skilled in influencing or controlling others to your own advantage

Matrix

The regular formation of data into columns and rows.

Matrix organisation

A structure with both vertical and horizontal lines of authority.

Mechanistic organisations

Rigid bureaucracies

Media richness

A media's capacity to convey information and promote learning.

Mediator

A neutral third party who facilitates a negotiated solution by using reasoning, persuasion and suggestions for alternatives.

Meetings management

A key performance skill in the managing people performance area that provides managers with the ability to plan and control meetings and make effective use of time.

Mentor

Someone who develops another person through tutoring, coaching and guidance.

Message

What is communicated

Metamorphosis stage

The stage in the new socialisation process in which a new employee adjusts to his or her work groups, values and norms.

Model

Abstraction of reality; simplified representation of some real world phenomenon.

Monochronic time

A perception of time as a straight line broken down into units.

Motivating people

A key performance skill in the managing self performance area that provides managers with the ability to identify the inherent needs of people and how to improve productivity and motivate a workforce.

Motivating potential score

A predictive index suggesting the motivation potential in a job.

Motivation

A psychological process giving behaviour purpose and direction.

Motivation hygiene theory

Intrinsic factors are related to job satisfaction, while extrinsic factors are associated with dissatisfaction.

Motivation to manage

A desire to succeed in performing managerial functions and roles; one of the three elements of the basic formula for managerial success.

Multinational company

A business that has strategic control over production/marketing in two or more countries.

Myers-Briggs Type Indicator (MBTI)

A personality test that taps four personality characteristics and classifies people in one of sixteen personality types.

N

Need(s)

Some internal state that makes certain outcomes appear attractive.

Neglect

Dissatisfaction expressed through allowing conditions to worsen

Negotiation

A decision-making process between interdependent parties with differing preferences as to the outcome.

Net outcome

The relative balance between the possible result of the gains and the possible result of the losses.

New social contract

An assumption that the employer-employee relationship will be a shorter-term one, based on convenience, rather than for life.

Nominal group technique

A group decision-making method in which individual members meet face-to-face to pool their judgements in a systematic but independent fashion.

Non-profit organisations

Organisations with benevolent rather than financial goals.

Non-routine decisions

Decisions made in complex and non-routine situations.

Non-verbal communications

Messages conveyed through body movements, the intonations or emphasis or emphasis we give to words, facial expressions and the physical distance between the sender and the receiver.

Norming

The third stage in group development, characterised by close relationships and cohesiveness

Norms

General standards of conduct or performance for various social and environmental settings.

O

Objective

A commitment to achieve a measurable result within a specified timeframe.

Objective setting

A key performance skill in the managing work performance area that provides managers with the ability to think through and define the results a team wishes to achieve in the future by going through an eight-step process.

Openness

Willingness to share ideas and information freely

Openness to experience

A personality dimension that characterises someone in terms of imaginativeness, artistic sensitivity and intellectualism

Operational approach

A production-oriented field of management aimed at improving efficiency and reducing waste.

Operational planning

Determining how to accomplish specific tasks with available resources.

Operations management

The process of transforming material human resources into saleable goods and services.

Opportunity to perform

High levels of performance are partially the function of an absence of obstacles that constrain the employee.

Optimise

Systematically identifying the solution with the best combination of benefits.

Optimistic

Expecting a favourable outcome or dwelling on hopeful aspects.

Organic model

A structure that is flat, uses cross-hierarchical and cross-functional teams, has low formalisation, possesses a comprehensive information network and relies on participative decision-making.

Organic organisations

Flexible and adaptable organisation structures.

Organisation

A consciously coordinates social unit composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals.

Organisational behaviour

A field of study that investigates the impact that individuals, groups and structure have on behaviour within organisations, for the purpose of applying such knowledge to improving an organisation's effectiveness.

Organisation chart

A visual display of an organisation's job titles, reporting relationships and lines of authority.

Organisational commitment

An individual's orientation toward the organisation in terms of loyalty, identification and involvement.

Organisational culture

Shared values, beliefs and language that create a common identity and sense of community.

Organisation development (OD)

Planned change programmes designed to assist people and organisations function more effectively.

Organisational effectiveness

Being effective, efficient, motivational, adaptive and developing with the aim of continuing to meet organisational goals.

Organisation knowledge

A key performance skill in the managing work performance area that provides managers with the ability to have knowledge and understanding of an organisation's objectives, strategies and plans as well as knowledge of the external environment in which the organisation operates.

Organisational politics

The pursuit of self-interest in response to real or imagined opposition.

Organisational productivity

The ratio of an organisation's total output to total input, adjusted for inflation, within a stated timeframe.

Organisational values

Shared beliefs about what the organisation stands for.

Organising

Creating a coordinated authority and task structure.

Ostracism

Rejection by a group of persons

Outplacement

The ethical practice of assisting redundant employees find new employment or opportunities.

P**Painstaking**

Marked by or requiring great attention; very careful and diligent.

Paired comparison

An evaluation method that compares each employee with every other employee and assigns a summary ranking based on the number of superior scores that the employee achieves.

Pareto analysis

A bar chart indicating what problems need the highest priority

Participative management

Empowering employees to assume greater control of the workplace.

Path-goal theory

The theory that a leader's behaviour is acceptable to subordinates in so far as they view it as a source of either immediate or future satisfaction

PDCA cycle

Deming's Plan-Do-Check-Act cycle that relies on observed data for continuous improvement of operations.

Perceived conflict

Awareness by one or more parties of the existence of conditions that creates opportunities for conflict to arise.

Perception

A process by which individuals organise and interpret their sensory impressions in order to give meaning to their environment.

Perceptive

Marked by sensitivity and an understanding of a situation.

Performance appraisal

Evaluating job performance as a basis for human resource management decisions.

Performing

The fourth stage in group development, when the group is fully functional.

PERT

The Programme Evaluation and Review Technique is a graphic sequencing and scheduling tool for complex projects.

Personal character

A key performance skill in the managing self performance area that provides managers with the ability to build working relationships based on ethical qualities.

Personal communication

A key performance skill in the managing self performance area that provides managers with the ability to reach a shared or common understanding with another person by using effective verbal, written and interpersonal skills.

Personal contributions

A key performance skill in the managing self performance area that provides managers with the ability to develop the skills that contribute to team performance in achieving a common goal and result.

Personal organisation

A key performance skill in the managing self performance area that provides managers with the ability to arrange and control all aspects of your work into an effective and timely process geared to results.

Personality

The sum total of ways in which an individual reacts and interacts with others.

Personality job fit theory

Identifies six personality types and proposes that the fit between personality type and occupational environment determines satisfaction and turnover.

Personality traits

Enduring characteristics that describe an individual's behaviour

Persuasion and negotiation

A key performance skill in the managing self performance area that provides managers with the ability to produce a successful outcome and the skill required in moving towards a successful outcome.

Physical ability

That required to do tasks demanding stamina, dexterity, strength and similar skills.

Plan

An objective combined with an action statement and stated goal

Planning

Dealing with uncertainty by formulating courses of action to achieve specified results.

Planning horizon

The elapsed time between planning and execution.

Political behaviour

Those activities that are not required as part of one's formal role in the organisation, but that influence, or attempt to influence, the distribution of advantages and disadvantages within the organisation.

Pooled interdependence

Where two groups function with relative independence but their combined output contributes to the organisation's overall goals.

Position power

Influence derived from one's formal structural position in the organisation; includes power to hire, fire, discipline, promote and give salary increases.

Positive reinforcement

Encouraging a behaviour with a positive outcome,

Power

The ability to harness resources to get something done.

Power and influence

A key performance skill in the managing people performance area that provides managers with the ability to use power effectively as a skill in developing influencing techniques as a means of improving team effectiveness and results.

Power need

A desire to make others behave in a way that they would not have otherwise behaved in.

Power tactics

Ways in which individuals translate power bases into specific actions.

Prescribed clusters

Formal groups like departments, work teams, task forces or committees.

Priorities

Ranking goals, objectives or activities in order of importance.

Priority management

A key performance skill in the managing work performance area that provides managers with the ability to focus on the priority of job objectives and the fundamental problem of conflict between priority of importance and priority of time.

Proactivity

The ability to initiate activity before it is required.

Problem

The difference between the actual and desired state of affairs.

Problem solving

The conscious process of closing the gap between actual and desired situations.

Problem teams

Groups of five to twelve employees from the same department who meet for a few hours each week to discuss ways of improving quality, efficiency and the work environment.

Process value analysis

Determination to what degree each organisational process adds value to the organisation's distinctive competencies.

Product life cycle

A graph of a product's sales and profit.

Production-oriented leader

One who emphasises technical or task aspects of the job.

Productivity

A performance measure including effectiveness and efficiency.

Programmed decisions

Repetitive and routine decisions.

Projection

Attributing one's own characteristics to other people

Psychology

The science that seeks to measure, explain and sometimes change the behaviour of humans and other animals.

Q

Quality

Conformance to a set standard

Quality circle

A work group of employees who meet regularly to discuss their quality problems, investigate causes, recommend solutions and take corrective actions.

Quality management

A key performance skill in the managing work performance area that provides managers with the ability to use a five stage project cycle to produce a process and system for project tracking through the management and knowledge of a team's strengths and project needs.

Quality of life

A national culture attribute that emphasises relationships and concern of others.

Quantity of life

A national culture attribute describing the extent to which societal values are characterised by assertiveness and materialism.

R

Radical

Arising from or going to a root or source.

Rational

Refers to choices that are consistent and value-maximising.

Rational decision-making model

A decision-making model that describes how individuals should behave in order to maximise some outcome.

Reactive changes

Changes made in response to unexpected situations.\

Reciprocal interdependence

Where groups exchange inputs and outputs.

Re-engineering

Radically redesigning the entire business cycle for greater strategic speed.

Reference groups

Important groups to which individuals belong or hope to belong and with whose norms individuals are likely to conform.

Referent power

Influence based on possession by an individual of desirable resources or personal traits.

Refreezing

Systematically following up a change programme for lasting results.

Representative heuristic

Assessing the likelihood of an occurrence by drawing analogies and seeing identical situations where they do not exist.

Representative participation

Workers participate in organisational decision-making through a small group of representative employees

Response uncertainty

Situations where the consequences of decisions are unpredictable.

Restraining forces

Forces that hinder movement away from the status quo.

Rewards

Material and psychological pay-offs for working.

Reward power

Compliance achieved based on the ability to distribute rewards that others view as valuable.

Rituals

Repetitive sequences of activities that express and reinforce the key values of the organisation, what goals are most important, which people are important and which are expendable

Role

Socially determined way of behaving in a specific circumstance or job.

Role conflict

A situation in which an individual is confronted by divergent role expectations.

Role expectations

How others believe a person should act in a given situation.

Role identity

Certain attitudes and behaviours consistent with a role.

Role perception

An individual's view of how he or she is supposed to act in a given situation.

S**Scenario analysis**

Preparing written descriptions of likely future and related situations.

Scientific management

Developing performance standards on the basis of systematic observation and experimentation.

Second order change

Change that is multidimensional, multilevel, discontinuous and radical

Selective perception

People selectively interpret what they see based on their interests, background, experience and attitudes

Self-actualisation

The drive to become what one is capable of becoming

Self-efficacy

The individual's belief that he or she is capable of performing a task.

Self-esteem

An individual's degree of liking or disliking for himself or herself.

Self-fulfilling prophecy

An individual's expectations determine his or her behaviour.

Self-managed teams

High performance teams that assume traditional managerial duties such as staffing and planning.

Self-management

Learning techniques that allow individuals to manage their own behaviour so that less external management control is necessary.

Self-monitoring

A personality trait that measures an individual's ability to adjust his or her behaviour to external situational factors.

Self-perception theory

Attitudes are used after the fact to make sense out of an action that has already occurred.

Self-serving bias

The tendency for individuals to attribute their own successes to internal factors while putting the blame for failures on external factors.

Sensitivity training

Training groups that seek to change behaviour through unstructured group interaction.

Sequential interdependence

One group depends on another for its input but the dependency is only one way.

Semantics

Study of the meaning of words

Sexual harassment

Unwanted sexual attention that creates an offensive or intimidating work environment.

Shaping behaviour

Systematically reinforcing each successive step that moves an individual closer to the desired response.

Short-term orientation

A national culture attribute that emphasises the past and present, respect for tradition and fulfilling social obligations.

Simple structure

A structure characterised by a low degree of departmentalisation, wide spans of control, authority centralised in a single person and little formalisation.

Single-loop learning

Errors are corrected using past routines and present policies.

Single minded

Having one overriding purpose or goal.

Situational analysis

Finding the organisation's niche by performing a SWOT analysis.

Situational leadership theory

The contingency theory that focuses on follower's readiness.

Skill variety

The degree to which the job requires a variety of different activities

Small business

An independently owned and managed profit-seeking business, normally with less than 100 employees.

Smoothing

A tactic used to create harmony and encourage supportive problem solving.

Sober

Marked by seriousness of conduct or character.

Social facilitation effect

The tendency for performance to improve or decline in response to the presence of others.

Social information-processing model

Employees adopt attitudes and behaviours in response to the social cues provided by others with whom they have contact.

Social-learning theory

People can learn through observation and direct experience.

Social loafing

The tendency for individuals to expend less effort when working collectively than when working individually.

Social networks

A specific set of linkages among a defined set of individuals.

Socialisation

The process that adapts employees to the organisation's culture.

Span of control

The number of people who report directly to a given manager.

Stages of moral development

An assessment of a person's capacity what is morally right.

Status

A socially-defined position or rank given to groups or group members by others.

Stereotyping

Judging someone on the basis of one's perception of the group to which that person belongs.

Storming

The second stage in group development characterised by intra-group conflict.

Strategic

Important or essential in relation to a plan of action.

Strategic business unit

An organisational sub-unit that acts like an independent business.

Strategic changes

Altering the overall shape or direction of the organisation.

Strategic management

Seeking a competitively superior organisation-environment fit.

Strategic planning

Determining how to pursue long-term goals with available resources.

Strategy

The pattern of decisions that are taken within an organisation, in order to achieve a stated outcome.

Stress

A dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be uncertain and important.

Stress management

A key performance skill in the managing self performance area that provides managers with the ability to avoid work stress and to control and manage it when it arises.

Strong cultures

Cultures where the core values are intensely held and widely shared.

Structural inertia

Aspects of the organisation that may hinder change or performance improvement.

Structured interview

A series of job-related questions with standardised answers.

Subcultures

Mini cultures within an organisation, typically defined by departmental designations and geographical separation.

Survey feedback

The use of questionnaires to identify discrepancies among member perceptions; discussion follows and remedies are suggested.

SWOT analysis

An analytical technique that looks at a given case in terms of Strengths, Weaknesses, Opportunities and Threats.

Synergy

The whole is greater than the sum of its parts.

System

A collection of parts that operate interdependently to achieve a common purpose.

Systematic study

Looking at relationships, attempting to attribute causes and effects and drawing conclusions based on scientific evidence.

T

Task characteristic theories

Seek to identify task characteristics of jobs, how these characteristics are combined to form different jobs and their relationship to employee motivation, satisfaction and performance.

Task force

Multi-level and/or cross functional team assigned to a specific problem.

Task group

Those working together to complete a job task.

Task identity

The degree to which the job requires the completion of a whole and identifiable piece of work.

Task significance

The degree to which the job has a substantial impact on the lives or work of other people

Task structure

The degree to which job assignments are procedurised.

Task uncertainty

The greater the uncertainty in the task the more customised the response. Conversely, low uncertainty encompasses routine tasks with standardised activities,

Team-building

An organisational development technique for developing performance-driven work groups.

Team structure

The use of teams as the central device to coordinate work activities.

Teamwork

A key performance skill in the managing people performance area that provides managers with the ability to work together with team members in achieving objectives and results.

Technical skills

The ability to apply specialised knowledge or expertise.

Technology

All the tools and ideas that are available for extending the natural physical and mental reach of human beings.

Telecommuting

Work is sent to and from an employee's home via computer modem.

Terminal values

Desirable end states of existence; the goals that a person would like to achieve during his or her lifetime.

Theory X and Theory Y

McGregor's behavioural assumptions about people in the workplace.

Thinking abilities

A key performance skill in the managing self performance area that provides managers with the ability to develop your mental agility, conceptual and analytical thinking in order to conceive and form practical ideas for problem-solving and decision-making.

Time management

A key performance skill in the managing work performance area that provides managers with the ability manage job objectives, priorities and activities within the available time.

Tolerance of uncertainty

The ability to cope with stress, risk and uncertainty.

Total Quality Management (TQM)

Creating an organisational culture committed to continuous improvement in every aspect of operation.

Traditional view of conflict

The belief that all conflict is harmful and must be avoided.

Training

The use of guided experience to change employee behaviour, attitudes, skills and work performance.

Trait theories of leadership

Theories that sort personality, social, physical or intellectual traits that differentiate leaders from non-leaders.

Transactional leaders

Leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements.

Transformational leaders

Leaders who provide individualised consideration and intellectual stimulation and who possess charisma.

Transforming leadership

A key performance skill in the managing people performance area that provides managers with the ability to operate from a set of core beliefs in leading well motivated team members to perform effectively and contribute to the development of the organisation.

Trust

Belief in the integrity, character or ability of others.

Turnover

Voluntary and involuntary permanent withdrawal from the organisation.

U

Uncertainty avoidance

A national culture attribute describing the extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them.

Uncertainty task

The greater the uncertainty in a task, the more customised the response. Conversely, low uncertainty encompasses routine tasks with standardised activities.

Unfreezing

Neutralising resistance by preparing people for change.

Unity of command

A subordinate should have only one superior to whom he or she is directly responsible.

Unorthodox

Breaking with convention or tradition.

Utilitarianism

Decisions are made so as to provide the greatest good for the greatest number.

Upward communication

Encouraging subordinates to share their feelings and ideas.

V

Values

Basic convictions that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.

Value system

A hierarchy based on a ranking of an individual's values in terms of their intensity

Variable costs

Costs that vary directly with production and sales.

Virtual job

A virtual job is a 100 percent telecommuting job. These jobs are often seen with titles such as virtual teacher, virtual administrative assistant or virtual salesperson.

Virtual working

Virtual work refers to individuals working from home offices using modern technology to get things done. Both traditional, office-based companies and virtual companies—such as FlexJobs—hire individuals to work 100 percent of the time from home using the Internet.

Visionary leadership

The ability to create and articulate a realistic, credible, attractive vision of the future for an organisation or organisational unit, that grows out of and improves upon the present.

W

Work group

A group who interact primarily to share information and to make decisions to help each other perform within his or her area of responsibility.

Work specialisation

The degree to which tasks in the organisation are subdivided into separate jobs.

Work team

A group whose individual efforts result in a performance that is greater than the sum of those individual inputs.

Work personality

A key performance skill in the managing self performance area that provides managers with the ability to examine the qualities of their personality in building effective relationships and leading the team to effective results.