

# Analyzability

a dimension of technology in which work can be reduced to mechanical steps and participants can follow an objective, computational procedure to solve problems.

# Continuous-process production

a completely  
mechanized  
manufacturing process  
in which there is no  
starting or stopping.

# Core technology

the work process that is directly related to the organization's mission.

# Craft technology

technology characterized by a fairly stable stream of activities, but the conversion process is not analyzable or well understood.

# Engineering technology

technology that tends to be complex because there is substantial variety in the tasks performed, but activities are usually handled on the basis of established formulas, procedures, and techniques.

# Flexible manufacturing systems (FMS)

using computers to link together manufacturing components such as robots, machines, product design, and engineering analysis to enable fast switching from one product to another.

# Intensive technology

technology that  
provides a variety of  
products or services in  
combination to a client.

# Interdependence

the extent to which departments depend on each other for resources or materials to accomplish their tasks.



# Job design

the assignment of goals and tasks to be accomplished by employees.

# Job enlargement

an expansion of the number of different tasks performed by an employee in a job.

# Job enrichment

designing a job to provide greater responsibility, recognition, and opportunities for growth and development.

# Job rotation

moving employees  
from job to job to give  
them a greater variety  
of tasks.

# Job simplification

the variety and  
difficulty of tasks  
performed by a single  
person are reduced.

# Joint optimization

the goal of the sociotechnical systems approach, which states that an organization functions best when the social and technical systems are designed to fit the needs of one another.

# Large-batch production

a manufacturing  
process characterized  
by long production  
runs of standardized  
parts.

# Lean manufacturing

a process that uses highly trained employees at every stage of the production process, who take a painstaking approach to details and problem solving to cut waste and improve quality.



# Long-linked technology

the combination within one organization of successive stages of production, with each stage using as its inputs the production of the preceding stage.

## Multinational stage

the stage of international development in which a company has marketing and production facilities in many countries and more than one-third of its sales outside its home country.

# Power distance

the level of inequality  
people are willing  
to accept in an  
organization.

# Mass customization

using mass-production technology to quickly and cost-effectively assemble goods that are uniquely designed to fit the demands of individual customers.

# Mediating technology

technology that allows each department to work independently by virtue of providing products or services that mediate or link clients from the external environment.

# Non-core technology

a department work  
process that is  
important to the  
organization but is not  
directly related to its  
primary mission.

# Nonroutine technology

technology  
characterized by high  
task variety, and the  
conversion process is  
not analyzable or well  
understood.

# Pooled interdependence

the lowest form of interdependence, in which work does not flow between departments.



# Reciprocal interdependence

the highest level of interdependence, in which the output of one operation is the input of a second, and the output of the second operation is the input of the first (for example, a hospital).

# Routine technology

technology  
characterized by  
little task variety and  
the use of objective,  
computational  
procedures.

# Sequential interdependence

a serial form of interdependence in which the output of one operation becomes the input to another operation.

# Service technology

technology  
characterized  
by simultaneous  
production and  
consumption,  
customized output,  
customer participation,  
intangible output, and  
being labor intensive.

# Small-batch production

a manufacturing process, often custom work, that relies heavily on the human operator and is not highly mechanized.

# Sociotechnical systems approach

an approach that  
combines the needs  
of people with the  
organization's need for  
technical efficiency.

Technical  
complexity

the extent of  
mechanization of the  
manufacturing process.

# Technology

the work processes,  
techniques, machines,  
and actions used  
to transform  
organizational inputs  
into outputs.



# Variety

in terms of tasks,  
the frequency of  
unexpected and novel  
events that occur in the  
conversion process.