KEY CONCEPTS – CHAPTER 1

Chapter 1	
adhocracy	an organization form that develops in a complex, rapidly changing environment and is designed to support innovation and change.
administrative principles	a management perspective that focuses on the design and functioning of the organization as a whole.
bureaucratic organizations	organizations that emphasize designing and managing on an impersonal, rational basis through such elements as clearly defined authority and responsibility, formal recordkeeping, and uniform application of standard rules.
chaos theory	a theory that suggests that relationships in complex, adaptive systems—including organizations—are nonlinear and made up of numerous interconnections and divergent choices that create unintended effects and render the whole unpredictable.
contextual dimensions	traits that characterize the whole organization, including its size, technology, environment, and goals.
contingency	theory meaning that one thing depends on other things; for organizations to be effective, there must be a "goodness of fit" between their structure and the conditions in their external environment.
contingency decision-making framework	a perspective that brings together the two organizational dimensions of problem consensus and technical knowledge about solutions.
diversified form	an organization form that occurs when large, mature firms are subdivided into product or market groups.
effectiveness	the degree to which an organization achieves its goals.
efficiency	the amount of resources used to achieve an organization's goals; based on the quantity of raw materials, money, and employees necessary to produce a given level of output.
entrepreneurial structure	an organization form that consists mainly of a top manager and workers in the technical core; occurs typically in small start-up companies.
Hawthorne studies	a series of experiments on worker productivity begun in 1924 at the Hawthorne plant of Western Electric Company in Illinois; attributed employees' increased output to managers' better treatment of them during the study.
learning organization	an organization that promotes communication and collaboration so that everyone is engaged in identifying and solving problems, enabling the organization to continuously experiment, improve, and increase its capability.
level of analysis	in systems theory, the subsystem on which the primary focus is placed; four levels of analysis normally characterize organizations.
machine bureaucracy	an organization form suited to a simple, stable environment, in which there is extensive formalization and specialization, a tall hierarchy, a goal of efficiency, and a technical core typically oriented to mass production.
meso theory	an approach to organization studies that concerns the integration of both micro and macro levels of analysis.
organization theory	a macro examination of organizations that analyzes the whole organization as a unit.
organizational behavior	a micro approach to organizations that focuses on the individuals within organizations as the relevant units of analysis.
organizations	social entities that are goal-directed, designed as deliberately structured and coordinated activity systems, and are linked to the external environment.
professional bureaucracy	a form of organization made up primarily of highly skilled professionals, such as in hospitals, universities, law firms, and consulting firms.
role	a part in a dynamic social system that allows an employee to use his or her discretion and ability to achieve an outcome or meet a goal.

scientific management	emphasizes scientifically determined jobs and management practices as the way to improve efficiency and labor productivity.
stakeholder	any group within or outside of an organization that has a stake in the organization's performance.
stakeholder approach	integrates and balances diverse organizational activities by looking at various organizational stakeholders and what they want from the organization.
structural dimensions	describe the internal characteristics of an organization, and create a basis for measuring and comparing organizations.
task	a narrowly defined piece of work assigned to a person.
task environment	sectors with which the organization interacts directly and that have a direct impact on the organization's ability to achieve its goals.
task force	a temporary committee composed of representatives from each organizational unit affected by a problem.