

## Organizing

The deployment of organizational resources to achieve strategic goals.

## Organization structure

The framework in which the organization defines how tasks are divided, resources are deployed and departments are coordinated.

## Organization chart

The visual representation of an organization's structure.

## Work specialization

The degree to which organizational tasks are subdivided into individual jobs; also called division of labour.

## Chain of command

An unbroken line of authority that links all individuals in the organization and specifies who reports to whom.

## Authority

The formal and legitimate right of a manager to make decisions, issue orders and allocate resources to achieve organizationally desired outcomes.

## Responsibility

The duty to perform the task or activity an employee has been assigned.

## Accountability

The fact that the people with authority and responsibility are subject to reporting and justifying task outcomes to those above them in the chain of command.

## Delegation

The process managers use to transfer authority and responsibility to positions below them in the hierarchy.

## Line authority

A form of authority in which individuals in management positions have the formal power to direct and control immediate subordinates.

## Staff authority

A form of authority granted to staff specialists in their area of expertise.

## Span of management

The number of employees reporting to a supervisor; also called span of control.

Tall structure

A management structure characterized by an overall narrow span of management and a relatively large number of hierarchical levels.

Flat structure

A management structure characterized by an overall broad span of control and relatively few hierarchical levels.

Centralization

The location of decision authority near top organizational levels.

Decentralization

The location of decision authority near lower organizational levels.

## Departmentalization

The basis on which individuals are grouped into departments and departments into the total organization.

## Functional structure

The grouping of positions into departments based on similar skills, expertise and resource use.

## Divisional structure

An organization structure in which departments are grouped based on similar organizational outputs.

## Matrix approach

An organization structure that utilizes functional and divisional chains of command simultaneously in the same part of the organization.

Two-boss  
employees

Employees who report  
to two supervisors  
simultaneously.

Matrix boss

The product or functional  
boss, responsible for one  
side of the matrix.

Top leader

The overseer of both  
the product and functional  
chains of command,  
responsible for the  
entire matrix.

Cross-functional  
teams

A group of employees  
from various functional  
departments that meet  
as a team to resolve  
mutual problems.

## Permanent teams

A group of participants from several functions who are permanently assigned to solve ongoing problems of common interest.

## Team-based structure

Structure in which the entire organization is made up of horizontal teams that coordinate their activities and work directly with customers to accomplish the organization's goals.

## Virtual network structure

An organization structure that disaggregates major functions to separate companies that are brokered by a small headquarters organization.

## Modular approach

The process by which a manufacturing company uses outside suppliers to provide large components of the product, which are then assembled into a final product by a few workers.

## Coordination

The quality of collaboration across departments.

## Task force

A temporary team or committee formed to solve a specific short-term problem involving several departments.

## Project manager

A person responsible for coordinating the activities of several departments on a full-time basis for the completion of a specific project.

## Re-engineering

The radical redesign of business processes to achieve dramatic improvements in cost, quality, service, and speed.

## Process

An organized group of related tasks and activities that work together to transform inputs into outputs and create value.

## Small-batch production

A type of technology that involves the production of goods in batches of one or a few products designed to customer specification.

## Mass production

A type of technology characterized by the production of a large volume of products with the same specifications.

## Continuous process production

A type of technology involving mechanization of the entire work flow and non-stop production.

Technical  
complexity

The degree to which  
complex machinery  
is involved in the  
production process to  
the exclusion of people.

Service  
technology

Technology characterized  
by intangible outputs and  
direct contact between  
employees and customers.

Digital  
technology

Technology characterized  
by use of the internet  
and other digital processes  
to conduct or support  
business operations.

Organizational  
change

The adoption of a  
new idea or behaviour  
by an organization.

## Ambidextrous approach

Incorporating structures and processes that are appropriate for both the creative impulse and for the systematic implementation of innovations.

## Product change

A change in the organization's product or service outputs.

## Technology change

A change that pertains to the organization's production process.

## Creativity

The generation of novel ideas that might meet perceived needs or offer opportunities for the organization.

## Idea incubator

An in-house programme that provides a safe harbour where ideas from employees throughout the organization can be developed without interference from company bureaucracy or politics.

## Horizontal linkage model

An approach to product change that emphasizes shared development of innovations among several departments.

## Fast-Cycle team

A multi-functional team that is provided with high levels of resources and empowerment to accomplish an accelerated product development project.

## Open innovation

Extending the search for and commercialization of new ideas beyond the boundaries of the organization.

## Idea champion

A person who sees the need for and champions productive change within the organization.

## New-venture team

A unit separate from the mainstream of the organization that is responsible for developing and initiating innovations.

## Skunkworks

A separate small, informal, highly autonomous and often secretive group that focuses on breakthrough ideas for the business.

## New-venture fund

A fund providing resources from which individuals and groups can draw to develop new ideas, products or businesses.

## People change

A change in the attitudes and behaviours of a few employees in the organization.

## Culture change

A major shift in the norms, values, attitudes and mind- set of the entire organization.

## Organization development (OD)

The application of behavioural science techniques to improve an organization's health and effectiveness through its ability to cope with environmental changes, improve internal relationships, and increase learning and problem-solving capabilities.

## Team building

A type of OD intervention that enhances the cohesiveness of departments by helping members learn to function as a team.

## Survey feedback

A type of OD intervention in which questionnaires on organizational climate and other factors are distributed among employees and their results reported back to them by a change agent.

## Large-group intervention

An approach that brings together participants from all parts of the organization (and may include key outside stakeholders as well) to discuss problems or opportunities and plan for major change.

## Unfreezing

The stage of organization development in which participants are made aware of problems to increase their willingness to change their behaviour.

## Change agent

An OD specialist who contracts with an organization to facilitate change.

Changing

The intervention stage of organization development in which individuals experiment with new workplace behaviour.

Refreezing

The reinforcement stage of organization development in which individuals acquire a desired new skill or attitude and are rewarded for it by the organization.

Performance gap

A disparity between existing and desired performance levels.

Force-field analysis

The process of determining which forces drive and which resist a proposed change.

## Human resource management (HRM)

Activities undertaken  
to attract, develop and  
maintain an effective  
workforce within  
an organization.

## Human capital

The economic value of  
the knowledge, experience,  
skills and capabilities  
of employees.

## International Human Resource Management (IHRM)

A subfield of human  
resource management that  
addresses the complexity  
that results from recruiting,  
selecting, developing  
and maintaining a  
diverse work- force on  
a global scale.

## Human resource information system

An integrated computer  
system designed to provide  
data and information  
used in HR planning and  
decision- making.

## Discrimination

The hiring or promoting of applicants based on criteria that are not job relevant.

## Affirmative action

A policy requiring employers to take positive steps to guarantee equal employment opportunities for people within protected groups.

## Contingent workers

People who work for an organization, but not on a permanent or full-time basis, including temporary placements, contracted professionals or leased employees.

## Virtual team

A team made up of members who are geographically or organizationally dispersed, rarely meet face-to-face and do their work using advanced information technologies.

## Telecommuting

Using computers and telecommunications equipment to perform work from home or another remote location.

## Downsizing

Intentional, planned reduction in the size of a company's workforce.

## Matching model

An employee selection approach in which the organization and the applicant attempt to match each other's needs, interests and values.

## Human resource planning

The forecasting of human resource needs and the projected matching of individuals with expected job vacancies.

## Recruiting

The activities or practices that define the desired characteristics of applicants for specific jobs.

## Job analysis

The systematic process of gathering and interpreting information about the essential duties, tasks and responsibilities of a job.

## Job description

A concise summary of the specific tasks and responsibilities of a particular job

## Job specification

An outline of the knowledge, skills, education and physical abilities needed to adequately perform a job.

## Realistic job preview

A recruiting approach that gives applicants all pertinent and realistic information about the job and the organization.

## Selection

The process of determining the skills, abilities and other attributes a person needs to perform a particular job.

## Employment test

A written or computer-based test designed to measure a particular attribute such as intelligence or aptitude.

## Validity

The relationship between an applicant's score on a selection device and his or her future job performance.

Application form

A device for collecting information about an applicant's education, previous job experience and other background characteristic.

Assessment  
centre

A technique for selecting individuals with high managerial potential based on their performance on a series of simulated managerial tasks.

On-the-job  
training (OJT)

A type of training in which an experienced employee 'adopts' a new employee to teach him or her how to perform job duties.

Corporate  
university

An in-house training and education facility that offers broad-based learning opportunities for employees.

## Workforce optimization

Implementing strategies to put the right people in the right jobs, make the best use of employee talent and skills, and develop human capital for the future.

## Performance appraisal

The process of observing and evaluating an employee's performance, recording the assessment and providing feedback to the employee.

## 360-degree feedback

A process that uses multiple raters, including self-rating, to appraise employee performance and guide development.

## Stereotyping

Placing an employee into a class or category based on one or a few traits or characteristics.

## Halo effect

A type of rating error that occurs when an employee receives the same rating on all dimensions regardless of his or her performance on individual ones.

## Behaviourally anchored rating scale (BARS)

A rating technique that relates an employee's performance to specific job-related incidents.

## Compensation

Monetary payments (wages, salaries) and nonmonetary goods/commodities (benefits, vacations) used to reward employees.

## Job evaluation

The process of determining the value of jobs within an organization through an examination of job content.

## Wage and salary surveys

Surveys that show what other organizations pay incumbents in jobs that match a sample of 'key' jobs selected by the organization.

## Pay-for-performance

Incentive pay that ties at least part of compensation to employee effort and performance.

## Exit interview

An interview conducted with departing employees to determine the reasons for their termination.

## Diversity

All the ways in which employees differ.

## Managing diversity

Creating a climate in which the potential advantages of diversity for organizational or group performance are maximized while the potential disadvantages are minimized.

## Prejudice

The tendency to view people who are different as being deficient.

## Discrimination

When someone acts out their prejudicial attitudes toward people who are the targets of their prejudice.

## Stereotype

A rigid, exaggerated, irrational belief associated with a particular group of people.

Stereotype threat

A psychological experience of a person who, usually engaged in a task, is aware of a stereotype about his or her identify group suggesting that he or she will not perform well on that task.

Ethnocentrism

The belief that one's own group or subculture is inherently superior to other groups or cultures.

Monoculture

A culture that accepts only one way of doing things and one set of values and beliefs.

Ethno-relativism

The belief that groups and subcultures are inherently equal.

## Biculturalism

The sociocultural skills and attitudes used by racial minorities as they move back and forth between the dominant culture and their own ethnic or racial culture.

## Pluralism

An environment in which the organization accommodates several subcultures, including employees who would otherwise feel isolated and ignored.

## Affirmative action

Government-mandated programmes that focus on providing opportunities to women and members of minority groups who previously faced discrimination.

## Glass ceiling

Invisible barrier that separates women and minorities from top management positions.

Cultural  
competence

The ability to interact  
effectively with people of  
different cultures.

Mentor

A higher-ranking, senior  
organizational member  
who is committed to  
providing upward mobility  
and support to a protégé's  
professional career.

Diversity training

Special training designed  
to educate employees about  
the importance of diversity,  
make people aware of their  
own biases, and teach them  
skills for communicating  
and working in a  
diverse workplace.

Multicultural  
teams

Teams made up of  
members from diverse  
national, racial, ethnic and  
cultural backgrounds.

## Employee network groups

Groups based on social identity, such as gender or race, and organized by employees to focus on concerns of employees from that group.