Glossary

Action-centred leadership An approach to managing which consists of three elements – achieving the task, developing the individual and building and maintaining the team.

Action research (or learning) A problem solving process in which a group defines the problem to be examined and then uses their combined skill and experience to understand it in order to then take action to deal with it. An iterative and dynamic process of learning about problems by trying to solve them.

Adhocracy A form of organization structure typified by few levels of management; little formal control; decentralized decision making; few rules, policies and procedures; specialization of work function.

Administrative management Considers management as activities aimed at running the organization as a whole. Also see Classical management theory and Bureaucracy.

Alienation The detachment of the individual from the work that they do and/or the organization for which they work. Sometimes described as feelings of powerlessness, meaninglessness, isolation or self-estrangement in which the person no longer feels part of, or involved with, the work that they do.

Assessment centre A group recruitment or development process using a series of tests, interviews, group and individual exercises that are scored by a team of assessors in order to evaluate the candidates.

Attitude A predisposed feeling, thought or behavioural response to a particular stimulus. Acquired through socialization, education, training and previous experience of the stimulus.

Attitude set The totality of attitudes about a particular object held by an individual.

Attribution theory (of leadership) Suggests that leaders observe the behaviours of individual subordinates and vary their reactions accordingly.

Authority The ability of someone in a job or position to be able to require certain actions or behaviours to be undertaken by another person.

Autocratic–democratic style of leadership A continuum view of leadership with one extreme involving the leader taking all the decisions, and at the other the leader involving subordinates in decision making.

Autokinetic phenomenon Visually perceiving something to move when in fact it is stationary, a visual illusion.

Autonomous work groups A work team with delegated responsibility for a defined part of an organization's activities with the freedom to organize its own resources, pace of work and allocate responsibilities within the group.

Balanced business scorecard Developed by Kaplan and Norton as the means to measure the performance in four major areas of organizational activity: Financial; Innovation and learning; Internal processes; and Customers.

Benchmark A process in which aspects of company operations are compared with other organizations in order to measure relative performance and effectiveness.

Blame culture Describes an organization in which every error is regarded as the fault of an individual or group. Such cultures encourage a 'cover your back at all costs' approach to work.

Breakthrough leadership An approach to leadership which emphasizes the personal journey of discovery that each leader undergoes, includes elements of emotional intelligence and self-knowledge.

Brownfield site A term used to describe a location which already contains an operational unit, which may be about to undergo reconstruction or some form of transition or change. See also Greenfield site.

Bullying and harassment The act of intimidating or seeking to force someone to do something by subjecting them to persecution intended to undermine their confidence and self-esteem.

Bureaucracy see Bureaucratic.

Bureaucratic An approach to organizing the activities within an organization which involves specialization of task, plus a hierarchy of authority and decision making. See also Classical Management Theory and Administrative management.

Burnout The feeling of helplessness and of being unable to continue experienced by some individuals under prolonged exposure to stress.

Business process re-engineering (BPR) An approach to reorganization in which the key business processes are identified, followed by the elimination of other activity and the rapid transformation of the organization to the desired process orientation.

Cabal An informal group that attempts to take the initiative within an organization to further views supported by members or enhance their status and position.

Cafeteria or flexible benefits An approach to employee benefits that allows individuals to select a personal benefits package up to a set limit, from the total range available.

Change agent Someone who plays a leading part in sponsoring the need for change or its implementation.

Charismatic leadership The ability to exercise leadership through the power of the leader's personality.

Classical conditioning An approach to learning developed by Pavlov in which he used dogs to demonstrate that when the conditioned stimulus (bell) was associated with an unconditioned stimulus (food) over several repetitions a conditioned response resulted (salivation to the sound of the bell).

Classical management theory An approach to organizing described by writers including Fayol, Mary Parker Follett, Oliver Sheldon, Lyndall Urwick and

James Mooney. See also Administrative management and Bureaucracy.

Cliques A particular type of informal group in which individuals have a common interest and purpose; frequently the defence of members against the interests of other groups and individuals.

Coercive power The ability of a holder of such power to achieve control over another person through the threat of direct action, force or violence.

Cognitive dissonance Used to explain behaviour in an individual in situations where conflict exists between attitudes or beliefs.

Commitment This involves the employee internalizing the underlying values and norms held by management and in so doing committing themselves to management's aims and objectives.

Communication A process of sharing information and creating relationships in environments designed for manageable, goal-oriented behaviour.

Company doctor A senior manager brought into an ailing company in an attempt to turn it around.

Competency The characteristics and capabilities of an individual which directly contribute to superior job performance.

Compliance This involves the employee following the rules precisely, paying only 'lip service' to the aims and objectives determined by management.

Compulsory sociability An approach to building teams with a strong culture by requiring individuals to join in group activities and follow particular patterns of behaviour or face sanctions.

Conditioned The behaviour of an individual which results from the application of behaviourism techniques.

Conflict This frequently arises when the differences between two or more groups or individuals become apparent.

Conflict model of customer experience and organizational functioning This reflects the difficulty of functional groups being able to meet customer needs within a hierarchical organization.

Conflict model of decision making An algorithmic approach to taking decisions which is only intended to apply to life decisions and when certain other conditions can be met.

Conformity see Group conformity.

Content theories of motivation These concentrate on identifying the motives that produce behaviour.

Contingency theory Applies to the leadership, motivation and structure areas within organizational behaviour. Takes the view that the best style of leadership, form of motivation, or organizational structure depends upon the factors active in the situation.

Continuous improvement An approach to improvement adopting incremental and frequent changes aimed at improving operational effectiveness over a long period of time. It is often described as a journey without end.

Contract approach to ethics An approach to resolving ethical dilemmas grounded in the notion that agreements whether they be explicit or tacit should be honoured. It comes in two variations, Restricted contractarianism and Libertarian contractarianism.

Control Processes intended to achieve the outcome desired by the designer of the system.

Corporate anorexia Describes those organizations that cut employee numbers, out of a fear of becoming fat, perhaps to the point of extinction.

Corporate governance Defined by the Cadbury Committee as the systems through which companies are directed and controlled. It is about the ways in which ethics finds expression in business activities.

Corporate social responsibility This refers to the rights and responsibilities of an organization relative to its social context.

Countercultures These reflect a situation where one or more groups have objectives that run counter to those of the dominant group.

Crisis management The aspect of management that deals with major unplanned events that pose significant risk to the organization, its employees or other stakeholders.

Critical incidents research An approach involving asking what makes an individual feel good or bad about something, subsequent content analysis identifies the important issues.

Cultural web Based on the notion that the routines, rituals, stories, symbols, power structures, control systems and organization structure all contribute to the form of a particular culture.

Culture The acquired and conventionally accepted ways of thinking and behaving among a group or society.

Cycle model of decision making An iterative approach to decision making based on a nine step process.

Decision making A process through which a particular course of action is selected or solution identified from among the many options available.

Delayering The act of removing layers from an organization, thereby making it 'shorter' in the vertical dimension.

Delegated authority An action by managers in which they give some of their authority for decision making to subordinates.

Delegation The passing of some area of responsibility to a subordinate.

Devil's advocate A person specifically tasked with trying to disprove or challenge the argument or opinion put forward by another person or group.

Diffusion of responsibility The claim by someone (usually within a group) that they were not solely responsible for a particular decision or act, thereby avoiding any personal responsibility.

Division of labour The term describes breaking up the overall task into specialized and smaller activities in the search for higher levels of productivity and job specialization.

Downshift The decision by an individual to seek to move jobs to one at a lower level, with less responsibility, salary and stress.

Downsizing/rightsizing/delayering Processes which involve the elimination of jobs or entire levels within the organization on the assumption that unnecessary activity will be eliminated and a closer customer focus will result.

Drives The physiological and biological needs of the human body that direct behaviour. See also Motivation.

Emotional intelligence An approach to intelligence which describes it in terms of the ability to perceive, to integrate, to understand and reflectively manage one's own and other people's feelings.

Employee assistance programme A scheme provided by an employer (usually through a specialist consultancy) to offer assistance to employees who experience a problem and who might find it beneficial to have the opportunity to talk it through with a support worker. The intention being to assist the employee to find a way of dealing positively with the difficulty.

Employee involvement Represents an opportunity for employees to become involved beyond the normal scope of their job in decision making and/or running the business.

Employer of choice This implies that people will actively seek employment with the company and so contribute high performance over a long period of time.

Empowerment Means that employees are given the freedom to take action (within defined boundaries) without the need to have specific approval.

Enacted role What the individual actually does in fulfilling their role responsibilities.

Environment The elements and forces surrounding an organization with which it must interact and which can influence events, decisions and processes within the organization.

Ergonomics It sets out to identify how humans interact with the work-based physical environment and then to design the equipment in such a way as to have minimal negative impact on the people using it.

Ethics Takes as its focus of interest right, wrong, good and bad in relation to behaviour in an organizational context.

Expectancy theory of motivation A view of motivation that suggests that the desirability of particular outcomes is what motivates behaviour.

Expected role The specific role that an individual is expected to fulfil according to the organization, frequently specified in a job description.

Expert power This source of power originates from the knowledge, skill and expertise of an individual in a particular context.

Extrinsic motivator This represents a source of motivation that originates outside the individual worker and which influences their behaviour. See also Intrinsic motivation.

Extroversion One aspect of personality. The extrovert likes excitement, is sociable and lively. An introvert, by comparison, has a quiet and retiring aspect to their personality.

Federal organization Reflects the joining together of separate groups under a common identity for a specific purpose.

Felt fair A term used within reward management and employee relations that means that something should be 'felt to be fair' by the people subjected to the system or procedure.

Fight or flight response The process which allows a living organism to either stay and fight, or to run away and avoid confrontation.

Flexible firm There are a number of forms that flexibility can take, job, location, temporal, numerical and financial. It also relates to a specific organizational model which includes core and various forms of peripheral employee.

Focused deviancy The toleration of bending of the official rules as long as it contributes to the overall objective and does not become normal practice.

Forcefield analysis model A change model which proposes that any situation is held in place as the result of the balance of change and restraining forces acting upon it.

Fordism An alternative term for Scientific management.

Fordism and post-Fordism Refers to ways in which Scientific management principles are used in the running of manufacturing and other organizations.

Formal group Designed and imposed by managers on the workforce as a way of achieving organizational objectives through structure, departments and teams.

Frame of reference The internal frameworks held by an individual that informs their understanding of the world and how to relate to it.

Free association Refers to the right of employees to associate with whom they choose, perhaps against the wishes of management. It has a different meaning in psychoanalysis in that it reflects the process of allowing a patient to respond freely to a particular stimulus without prompting by the analyst.

Functional foremanship The principles of Scientific management as applied to first line management.

Garbage can model of decision making This is based on the idea that organizations are comprised of bundles of available solutions looking for problems. The garbage can is a receptacle for solutions and situations, both waiting to be matched up.

Gatekeeper Person (or post) within an organization able to grant or restrict access to a more senior person.

Golden handcuff An attempt to lock the employee into the company through the use of some incentive to stay, usually high wages or an incentive payment based on service.

Grapevine The rumour mill or gossip networks that exist in all organizations as a way of passing information, real or imagined around employees at all levels.

Graphology The study of handwriting.

Great man view of leadership This view suggests that there are certain people who are born with the appropriate characteristics to make them successful leaders.

Greenfield site A term used to describe a brand new operational location as compared to a Brownfield site which describes an existing site.

Groups Consists of two or more people who have some purpose and interact with each other in such a way that they are psychologically aware of each other and are influenced by each other.

Group cohesion Reflects the strength of mutual bonds and attitudes among members.

Group communication The patterns through which individuals within a group communicate with each other.

Group conformity The degree of compliance to the group norms by individual members.

Group decision making The processes by which a group will take decisions.

Group development Process of individuals coming together to form a group capable of achieving task objectives and member satisfaction.

Group dynamics The behavioural interactions and patterns of behaviour that occur when groups of people meet.

Groups, instrumental value of The benefits that an individual gains from joining a group, including meeting social and affiliation needs and gaining support for their objectives.

Group norms The patterns of behaviour, attitudes and beliefs that are held by a particular group and to which members are expected to subscribe.

Groupthink The tendency of a strongly cohesive group to emphasize unanimity at the expense of critical evaluation of a problem and available options.

Groups types within an organization
- Hierarchical differentiation.
- Specialism groupings.
- Activity groupings.
- Boundary spanning.
- Professional.

Habituation Constant repetition of a stimulus can lead to the senses turning off from the awareness of it.

Halo (or horns) effect The bias introduced when attributing all of the characteristics of a person (or object) to a single attribute. When this is positive it is a 'halo' effect, when negative a 'horns' effect.

Hawthorne effect The tendency of people to change their behaviour as a result of being subjected to research and observation, first identified during the Hawthorne studies.

Hawthorne studies A series of four research studies exploring aspects of group working within the Western Electric Company in the USA during the late 1920s and early 1930s.

Helicopter perspective The ability to take an overview of a situation.

Hidden agenda An intention that is not apparent but forms a significant motivation for an individual's behaviour in a particular context.

High performance organization An organization in which the combination of people, technology, management and productivity are integrated effectively to provide competitive advantage on a sustainable basis.

Human relations movement The school of management thinking that originated from the work of Elton Mayo in which the significance of social groups and processes was emphasized.

Human resource management An approach to the management of people that supposedly represents a more central strategic management activity than personnel management.

Human resource planning The process of seeking to match present and future human availability to the needs of the organization.

Ideal type An example or typical model which would not be found in practice in its exact form, but would be identifiable to a greater or lesser extent from what is found.

Idiographic theories of personality These offer an approach to describing personality based upon the uniqueness of each individual and in so doing do not rely on psychometric tests.

Individual difference See Personality.

Individualism–collectivism A cultural dimension reflecting the underlying arrangement of society into a loose collective framework; or an integrated, tight social arrangement involving collective responsibility.

Industrialization Refers to the application of technology in a particular location, moving it away from agricultural to a factory based economy.

Influence The ability to direct the behaviour of another person involving persuasion rather than force.

Influence diagram These seek to illustrate the influences and relationships that exist between individuals and groups within and outside an organization.

Informal groups Formed from employee friendship, mutual support and dependency needs which cannot be met through the formal groups provided by an organization.

Instrumental approach to work An approach to work which is based on a trading and value approach to relationships and the determination of contribution.

Instrumental conditioning An approach to learning based on the reinforcement of particular behaviours by a trainer which consequently shapes it into the desired pattern.

Interaction analysis This contains four categories of interaction which can be used for recording interaction patterns within groups.

Intelligence Often described in terms of a number of primary mental abilities such as verbal comprehension, number ability, or a capacity for learning.

Intellectual capital The sum total of knowledge, expertise and dedication of the workforce in an organization.

Interpersonal, Informational and Decisional roles Three categories of role used to describe the main features of a managers job.

Intrinsic motivator Motivation that originates inside the individual as a response to the job itself and the circumstances surrounding its execution. See also Extrinsic motivation.

Introversion See Extroversion.

Job Essentially a collection of tasks brought together as a practical 'chunk' of activity, created and adapted by people, for a particular purpose within an organization.

Job analysis A systematic approach to the identification of the content and responsibilities of a job, results in a job description being written. See also Job description.

Job characteristics model A model of job enrichment based on the need to incorporate a number of core job dimensions (Skill variety, Task identity, Task significance, Autonomy and Feedback) into the design of a job.

Job description A document based on job analysis that sets out the duties and other requirements associated with a job.

Job enlargement An approach to work organization which combines a range of tasks together that would add breadth to the design of a job.

Job enrichment An approach to job design that requires activities and responsibilities to be added to the design of a job.

Job evaluation A process by which job descriptions can be used to identify the rank order (or relative magnitude) of jobs in an organization.

Job rotation An approach to work organization which proposes that two (or more) simplified jobs are combined into a pattern of employee rotation.

Job simplification An approach to job design based on a minimization of the range of tasks into the smallest convenient size to make the job efficient and cost effective.

Just-in-time An approach in which processes are linked together in an extended chain to ensure that good quality components are delivered to the user just-in-time for them to be used.

Karoshi A Japanese word meaning sudden death from overwork.

Knowledge management The management of the knowledge available to the organization from all sources in such a way as to allow the creation of new knowledge and the sharing of existing knowledge; together with the manipulation of that knowledge in such a way as to benefit the organization and the individuals working within it.

Labour process theory Essentially, this seeks to explain the use to which human labour is put in capitalist organizations and the part played by managers in the organization of that work for the benefit of capital owners.

Laissez faire An approach to leadership in which the leader effectively abdicates responsibility for the decision making within the group.

Law of requisite variety see 'Requisite variety'.

Leadership A process in which the leader is able to influence the behaviours and actions of those being led.

Learning The relatively permanent change in behaviour or potential behaviour that results from direct or indirect experience.

Learning organization The facilitation of learning for all employees and the constant transformation of the organization in response to that new knowledge and ability.

Legitimate power The ability to exercise power as a consequence of having the legitimate right to claim to be able to do so.

Line manager Every employee reports to a line manager – their boss.

Line and staff functions A line function is involved with the main purposes of the organization – the operational functions. The staff functions refer to the activities which although necessary are supportive of the main operational functions.

Linking pin model This model reflects the overlapping and connected nature of groups within an organization.

Loco parentis Having the right to act as though you were the parent of another person.

Locus of control The degree to which an individual believes that they are subjected to outside control as opposed to having internal control over the forces influencing their behaviour.

Luddite The term originated from the bands of workers who roamed England in the early 1800s breaking up machinery and destroying the factories which they perceived would cost them their jobs. These days used to describe people who are resistant to change.

Management The jobs within an organization charged with running the organization on behalf of the beneficial owner.

Management by exception An approach to managing that assumes that only where an exception or deviation from a plan is identified does any action need to be taken.

Management, principles of 14 elements of what being a manager involved, developed by Fayol and included as Table 8.1.

Management process The view of management developed by Fayol, consists of: Forecasting, Planning, Organizing, Co-ordinating, Commanding, Controlling.

Manpower planning See Human resource planning.

Manufacture of consent The achievement of employee consent to control by managers through such practices as collective bargaining, although managers retain effective control over labour use, which perpetuates the relative imbalance of power in a capitalist society.

Marketplace bureaucracy In practice, the need to get things done within an organization requires the continuous trading of favours between colleagues over and above formal reporting relationships or procedures.

Market testing Checking the cost of something against market norms.

Marxist or radical perspective on conflict This suggests that conflict is an inevitable function of the exploitation of employees within a capitalist system.

Masculinity A cultural dimension reflecting the degree of domination of society's values by 'masculine' characteristics.

McGregor's Theory X and Theory Y Theory X managers consider workers as lazy and having to be driven to achieve performance. Theory Y managers consider workers enjoy the experience of work and have a desire to achieve high performance. McGregor believed that managers managed their staff on the basis of these beliefs, irrespective of actual employee approach to work.

McKinsey 7-S Framework A model consisting of seven interacting elements Structure, Strategy, Systems, Style, Skill, Staff, and Shared values (culture).

Metaphor The explanation of something complex through reference to something simpler, but in a way which conveys additional meaning in the process.

Method study The application of a range of techniques which allow the critical examination of work activity in order to facilitate the search for the most efficient methods of work.

Mock bureaucracy The rules and procedures are largely ignored by all inside the bureaucracy, having been imposed on them by an outside agency.

Modernism An approach to management based on the understanding of the social and natural world revealed through the application of reason and science. See also postmodernism.

Moral philosophy A branch of philosophy that takes as its sphere of interest the norms or values, ideas of right and wrong, good or bad, what should and what should not be done.

Motivate To seek to create motivation in another person.

Motivation A driving force that encourages an individual to behave in particular ways as they seek to achieve a goal. The willingness or energy with which individuals perform their work.

Motive –Social processes directing controllable behaviour in people. See also Motivation.

Negative power The ability to influence another party by not doing something that would normally be done.

Negotiation Broadly reflects a process of difference reduction through the forming of agreements between individuals and groups who have mutually dependent needs and desires.

Networking The development of relationships and contacts that are not of immediate necessity, but which might be useful in the future.

Neuroticism An aspect of personality reflecting a person who worries, is anxious, moody and unstable. The stable person by comparison tends to be calm, even tempered, carefree and reliable.

Noise The peripheral and background contamination surrounding a communication that interferes with the ability of the recipient receiving the complete message sent. For example, noise from a television playing in the background can prevent someone hearing every word spoken during a phone conversation.

Nomothetic theories of personality These offer an approach based upon the identification and measurement of characteristics through psychometric tests.

Norms see Group norms.

One best way The idea that through the application of scientific management the 'one best way' of doing any task could be identified by management.

Open systems model A model of an organization which represents it in terms of inputs being transformed into outputs, in turn leading to feedback to the organization, all taking place within a dynamic and interactive environment.

Organization Social arrangements of people and other resources working together in consciously created structured arrangements in pursuit of collective objectives.

Organizational behaviour A mainstream approach to the study of management and organizations incorporating anything relevant to the design, management and effectiveness of an organization, together with the dynamic and interactive relationships that exist within them.

Organization chart A diagrammatic means by which organizations describe the structure and reporting relationships that exist.

Organizational citizenship Defined in terms of voluntary behaviour that generally contributes to organizational effectiveness but not directly or explicitly recognized by the formal reward system.

Organizational development (OD) The systematic application of behavioural science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness.

Paradigm A model based on the theoretical assumptions made in creating an understanding of the nature of social science and the nature of society.

Path–goal theory A model based on the idea that it is possible to identify a distinct path leading to the achievement of particular goals.

Perceived role what the individual understands their role to be.

Perception A generally subconscious psychological process which enables individuals to understand the vast range of 'things' that are external to themselves, necessary so that individuals can determine appropriate response behaviours.

Perceptual defence A process that provides a measure of protection for the individual against information, ideas or situations that are threatening to an existing perception or attitude.

Perceptual errors These reflect the mistakes of judgement or understanding that can occur during the process of making sense of perceptual information.

Perceptual set The predisposition to perceive what an individual expects to perceive.

Perform see Performance.

Performance In human terms this reflects the level of achievement by an individual, measured against what they would be expected to achieve.

Performance management The many processes through which managers seek to manage performance levels within the organization.

Personality The personal characteristics such as extroversion and stability that result in consistent patterns of behaviour over time.

Personnel management See human resource management.

Pluralism A perspective that regards organizations as collections of groups which have some objectives in common and some in competition. Conflict results but can be usually resolved as all parties recognize the need to compromise in order to achieve some of their objectives.

Political decision making model Decision making as a process intended to achieve personal or short term objectives through organizational activity. One form of this was described as the garbage can model.

Political process Any behaviour within an organization which uses political means to achieve a desired objective.

Politics This is defined as behaviour outside the accepted procedures and norms of a particular context, intended to further the position of an individual or group at the expense of others.

Postmodernism An approach to management based on the view that reality is a composite of many differing realities and that it is constructed through the human ability to express these realities.

Post-traumatic stress disorder (PTSD) A reaction among individuals subjected to major trauma that can lead to a range of negative psychological, medical and social consequences.

Power A concept that reflects a directing, mobilizing and energizing force in getting people to do what they might not otherwise do and is related to force, influence and manipulation.

Power distance A cultural dimension reflecting the degree to which a society accepts that organizational power is distributed unequally.

Principled negotiations An approach to negotiation based on four elements: Separate the people from the problem; Focus on interests, not positions; Invent options for mutual gain; and Insist on objective criteria.

Process consultation An approach to organization development in which the role of the consultant is to facilitate understanding of how to explore problems and find workable solutions.

Process theories of motivation These emphasize those mechanisms that encourage (or reward) behaviour in its dynamic context.

Productivity The relationship between inputs and outputs, expressed as either a conversion index reflecting (for example) the organization's sales for each unit of labour, or a comparative index measuring changes across time.

Professionalization of management The idea that management is not just another job, but represents a defined area of work with its own skills, knowledge base and training requirements.

Programmed and non-programmed decision making models Programmed decision making refers to the situations in which known steps lead from problem to solution. Non-programmed decisions are new, cannot be anticipated, or do not have pre-existing methods for resolving them.

Projection A psychological process of projecting onto others characteristics that we see in ourselves.

Projective techniques (or test) A process based on ambiguous images being presented to an individual who is then asked to interpret the image; thought to provide some insight into attitudes and personality characteristics.

Psychological contract The actual nature and boundaries of the relationship between employer and employee prescribed through the unwritten and unstated rights and obligations of both parties.

Psychometrics The process of mental measurement through the application of tests that claim to measure aspects of personality or other characteristics such as ability or aptitude.

Punishment bureaucracy Represents a variant on the mock bureaucracy in that rules are imposed on the workers (who try to ignore them) by management.

Quality circle Small groups of people from the same work area who voluntarily meet on a regular basis to identify, investigate, analyse and solve their own work-related problems.

Quality of working life An approach to management that seeks to enhance the dignity of workers, improve an organization's culture, and improve the physical and emotional well-being of employees.

Quantitative school A mathematical approach to management that seeks to find ways of modelling relationships between variables so that causal relationships can be identified and predictions made.

Rational decision making model This assumes that decisions are made in the best interests of the organization on the basis of data collection and analysis, along with evaluation of alternatives.

Re-engineering See Business process re-engineering.

Referent power This source of power is based on the characteristics of an individual, usually based on a charismatic personality.

Reinforcement The encouragement of particular behaviours through the application of positive and/or negative rewards, based on the application of four schedules; Fixed ratio, Variable ratio, Fixed interval, Variable interval.

Repeated measures experiments An experimental design which involves subjects attempting the same task on a number of occasions, with only one variable changed.

Representative bureaucracy The rules and procedures are generally supported by those inside the organization having been developed by managers with the involvement of the workers.

Requisite variety The view that only variety can destroy variety implying that complex situations require equally complex processes to deal with them.

Restricted rationality decision making model Also termed the 'bounded rationality' model, this implies that group dynamics and politics can influence decisions and also individuals may lack the intellectual or technical capacity to evaluate decisions rationally.

Reward power This is about achieving control over another person by offering them something that they desire. It represents the trading basis of power, exchanging a willingness to be controlled for desirable rewards.

Rich picture A drawing that provides a mechanism through which a dynamic situation can be reflected in a manner meaningful to the participants. It can reflect how the processes function and how the people interact within the organization.

Rightsizing See Downsizing.

Risky shift phenomenon The idea that groups tend to take decisions that are more risky than the individual members would take.

Role The behaviours and job activities undertaken by an individual as a result of their organizational duties and responsibilities.

Role ambiguity The degree of ambiguity in the minds of individuals forming the role set as to exactly what their respective roles should be at any point in time.

Role conflict This arises as a result of the conflicting role requirements acting on an individual at the same time.

Role definition The sum total of the things that define a particular role, including formal statements such as a job description, but can include things such as uniforms, badges of rank and office location.

Role incompatibility Incompatible expectations between members of the role set about their respective roles.

Role model Someone who is identified as a person with the desirable qualities to be emulated by others.

Role overload/underload These arise when an individual is either faced with too many roles, each competing for pre-eminence, or they do not have enough role demand placed upon them for their existing capability.

Role play The acting out of a situation which is not real, perhaps for training purposes.

Role set This reflects the other roles around the focal role.

Role stress and strain The level of stress experienced by individuals as they act out the various roles allocated to them.

Role theory Suggests that in every job there are several roles to be performed and that there are possible conflicts and stresses inherent in and between them.

Sabotage A deliberate attempt to interrupt operations or damage the interests of an organization by an individual who wishes to do so, or considers that they have some reason to feel aggrieved.

Scalar chain This reflects the height of an organization in terms of the number of levels from the top to the bottom.

Science of muddling through A short-term approach to control, based on frequent reviews of performance against target, rather than a strategic approach based on the long term achievement of goals.

Scientific management An approach to management based on the application of work study techniques to the design and organization of work in order to maximize output.

Self-interested behaviour Behaviour which is designed to serve a particular and personal purpose for the individual.

Self-managed team A work team in which the team leader or supervisor is appointed from within the group by the group members, not by management.

Shadow organization Some informal groups form a parallel organization within the host organization and become a threat to the ability of managers to control events.

Shadow themes These reflect the area of contact between the legitimate and the illegitimate in human behaviour within an organization.

Shape To create or encourage particular behaviour patterns in another individual through the principles of reinforcement.

SMART objectives Refers to objectives that are Specific, Measurable, Attainable, Realistic and Time bounded.

Social capital A way of describing people which emphasizes their financial value to an organization (in terms equivalent to machinery or buildings) as resources which need to be acquired and maintained.

Social engineering An attempt to create particular attitudes, practices, social structures, or social relationships by a dominant group.

Social facilitation/audience effect The improvement in performance in a particular task achieved as a result of the active participation of others; or the mere presence of others for the audience effect.

Socialization (social doping) The process of learning how things should be done in a particular context.

Social loafing The inhibiting effect on the performance of individuals as a result of being part of a group.

Social responsibility This seeks to explore the responsibility business has towards society and the various stakeholder groups that surround the organization.

Sociogram A diagrammatic representation of individual preferences and interactions among group members.

Span of control Refers to the number of subordinates reporting to a single boss.

Spectator knowledge The knowledge gained as a result of being a spectator rather than a participant in a particular situation.

Stakeholder An individual or group with some form of association or an interest in the organization.

Stereotyping The tendency to attribute everyone (or everything) in a particular category with the characteristics based on a single example.

Stress The pressure encountered as a result of life experiences that place high levels of physical and/or psychological demand on an individual.

Styles of leadership Suggests that successful leadership is about the style of behaviour adopted by the leader, usually described as falling within an autocratic–democratic scale.

Sub-cultures Refers to a sub-set of the dominant culture in any particular context.

Subgroups Groups that exist within a larger group.

Survivor syndrome The reactions of those individuals who are associated with some traumatic event but are not directly affected by it can be identical to those who are directly affected by the events.

Sweat the resource An attempt to get maximum output from any resource.

Systematic soldiering A phrase meaning a deliberate restriction on the amount of work done by employees to protect their jobs and income levels.

Systems approaches to management These developed from the biological sciences and are based on the view that 'systems' contain strong self-regulation tendencies and reflect something that can be separated from other systems by a boundary of some description.

Team Implies a small, cohesive group that works effectively as a single unit through being focused on a common task.

Team leader Person given the task of leading a team, may be appointed by management or elected by team members from among the group.

Team management profile questionnaire A tool used as part of the Margerison and McCann Team Management Wheel approach to group working which allows the profile of individuals to be identified.

Team Management Wheel A model of individual work preferences that relates to the roles that individuals play in a team.

Team roles A model consisting of nine roles that exist within a group, developed by Belbin they include plant, resource investigator, implanter and completer.

Technology A broad term incorporating the equipment, procedural and social perspectives associated with how work is undertaken.

Total quality management (TQM) An approach to quality based on the involvement of everyone in seeking to continually improve the quality of the product, service and customer experience.

Traction The natural rhythm in certain activities that pull people along with the pace of work necessary to deliver output.

Trait view of leadership This view holds that there are certain human characteristics such as intelligence that can be used to determine successful leadership.

Transactional and transformational model of leadership Transactional leadership is about the routine practice of management. Transformational leadership is about the personal qualities needed to recognize the need for change and to be able to bring it about.

Triple I organization An organizational form that recognizes that in future success will depend upon the three 'Is' of intelligence, information and ideas.

Type A and Type B personality profile A typology of personality types in which Type A individuals (unlike Type B individuals) are described as always being under time pressure, impatient and having a pre-occupation with achievement.

Uncertainty avoidance A cultural dimension reflecting the extent to which a society feels threatened by uncertainty and ambiguity and actively seeks to minimize these situations.

Unitarianism A perspective on conflict that regards organizations as collections of groups but within a cohesive whole. Inevitably conflict can exist between these groups but the overriding unity of the organization, based on the pre-eminence of the management perspective, forms the basis of resolution.

Utilitarian approach to ethics This requires an evaluation of the options available on the basis of the future impact on those that are likely to be affected by the consequences. It comes in two forms – Act utilitarianism and Rule utilitarianism.

Variety This implies complexity through the number of differences that can arise in any particular system. For example, a motor car engine might have 5000 different ways of breaking down, reflecting the magnitude of its variety.

Vertical dyad model of leadership Takes the view that leaders interact differently with an in-group and an out-group of subordinates.

Vicious cycle of control Reflects the view that control can become a self-perpetuating and deteriorating cycle of management tightening control leading to adverse employee reactions, resulting in even tighter control etc.

Virtual organization A metaphor for an organization that is capable of delivering more than its resources would allow.

Virtual team A team that uses mainly electronic interaction in order to achieve objectives without the need to function as a team in the traditional sense of the term.

Virtual working Working remotely and primarily through electronic media and not as part of a conventional team which would have the opportunity to meet.

Visioning and motivator roles Roles identified as part of a manager's job in outlining the desired future and encouraging employees to work towards it.

Wage–work bargain The subjective balance that exists in employee and employer views as to what represents a fair exchange in terms of the amount of work done for the wages paid.

Web of relationships The idea that in any social situation the relationships between individuals are complex and involve a web of multiple people and groups rather than a series of linear interactions.

Work-life balance The balance between work, family, personal and leisure activities.

Work measurement Based upon the use of timing techniques to identify how long particular tasks should take to perform.

Work study A management discipline aimed at maximizing productivity through the application of method study and work measurement techniques.

Zone of indifference Reflects a situation in which the demands of the organization on the employee do not disturb them enough to create a negative reaction to the requirement to comply.