

A

ability A person's capability.

achievement-power-affiliation approach This approach holds that all people have three needs: (1) a need for achievement, (2) a need for power, and (3) a need for affiliation.

action planning The phase of the planning process after the objective has been set, in which the supervisor must decide how the objective can be achieved.

active listening Absorbing what another person is saying and responding to the person's concerns.

activity The work necessary to complete a particular event (usually consuming time).

administrative skills Knowledge about the organization and how it works—the planning, organizing, and controlling functions of supervision.

affirmative action Refers to an employer's attempt to balance its workforce in all job categories with respect to sex and race in order to reflect the same proportions as those of its general labor market in response to government requirements.

Age Discrimination in Employment Act of 1968 Prohibits discrimination against individuals over 40 years of age.

alternation ranking Method in which a supervisor's employees are listed down the left side of a sheet of paper. The supervisor then chooses the most valuable employee, crosses this name off the list, and places it at the top of the column on the right side. The supervisor then selects and crosses off the name of the least valuable employee and places it at the bottom of the right-hand column. The supervisor then repeats this process for all the names on the left side. The listing of names on the right side gives the supervisor a ranking of his or her employees from most valuable to least valuable.

Americans with Disabilities Act (ADA) Gives the disabled sharply increased access to services and jobs.

analytical report A report that interprets the facts it presents.

apprenticeship training Supervised training and testing for a minimum time period and until a minimum skill level has been reached.

aptitude tests Measure a person's capacity or potential ability to learn and perform a job.

arbitration A process by which both the union and management agree to abide by the decision of an outside party regarding a grievance.

authority The right to issue directives and expend resources.

autocratic leader Leader who centralizes power and enjoys giving orders. Followers contribute little to the decision-making process.

avoidance Giving a person the opportunity to avoid a negative consequence by exhibiting a desired behavior. Also called *negative reinforcement*.

B

brainstorming Presenting a problem and then allowing the group to develop ideas for solutions.

brainwriting Group members are presented with a problem situation and then asked to jot down their ideas on paper without any discussion.

budget A statement of expected results or requirements expressed in financial or numerical terms.

burnout A potential result of excessive job-related stress over a long period of time.

C

centralization and decentralization These refer to the degree of authority delegated by top management.

central tendency The rating of all or most employees in the middle of the scale.

chain of command The principle that authority flows one link at a time from the top of the organization to the bottom.

changes internal to the organization Changes that result from decisions made by the organization's management.

checklist A performance appraisal method in which the supervisor does not actually evaluate, but merely records performance.

Civil Rights Act of 1991 Designed to reverse several Supreme Court decisions of 1989 and 1990 which had been viewed as limiting equal employment and affirmative action opportunity.

classroom training The most familiar type of training, which involves lectures, movies, and exercises.

closed shops Require that a person be a member of the union before he or she could be hired by an employer.

code of ethics A written statement of principles to be followed in the conduct of business.

collective bargaining Process by which a contract or an agreement is negotiated, written, administered, and interpreted.

communication The process by which information is transferred from one source to another and is made meaningful to the involved sources.

compensation Composed of the extrinsic rewards offered by the organization and consists of the base wage or salary, any incentives or bonuses, and any benefits employees receive in exchange for their work.

computer-assisted instruction (CAI) A computer displays the material and processes the student's answers.

conciliator A neutral person to help resolve the disputed issues during the bargaining process for a contract.

conflict A condition that results when one party feels that some concern of that party has been frustrated or is about to be frustrated by a second party.

contingency plan A plan made for what to do if something goes wrong.

continuous improvement Refers to an ongoing effort to make improvements in every part of the organization relative to all of its products and services.

control/controlling Comparing actual performance with predetermined standards or objectives and then taking action to correct any deviations from the standard.

corporate culture The overarching tone and methods proscribing how to do things in a particular company.

critical-incident appraisals The supervisor keeps a written record of unusual incidents that show both positive and negative actions by an employee.

cross-training An employee learns several jobs and performs each job for a specific length of time. Also called *job rotation*.

D

decision making The process of choosing from among various alternatives.

decision-making skills The ability to analyze information and objectively reach a decision by choosing among various alternatives.

delegation Refers to the assigning of authority.

democratic leader Leader who wants the followers to share in making decisions, although the leader has the final say.

departmentalization The grouping of activities into related work units.

departmentalization by customer Occurs when a company might have one department for retail customers and one for wholesale or industrial customers.

departmentalization by product or service All the activities necessary to produce or market a product or service under a single manager.

departmentalization by time or shift May be used by organizations that work more than one shift.

dependent demand items Typically subassemblies or component parts that will be used in making finished products.

direction How well the person understands what is expected on the job.

directive counseling The supervisor takes the initiative and asks the employee pointed questions about a problem. When the supervisor feels that he or she has a good grasp of what is causing the problem, the supervisor suggests several steps that the employee might take to overcome it.

directive leaders Leaders who focus primarily on successfully performing the work.

direct labor costs Expenditures for labor that is directly applied in the creation or delivery of the product or service.

disability insurance Insurance that protects the employee during a long-term or permanent disability.

disabling injuries Injuries that cause the employee to miss one or more days of work following an accident. Also known as *lost-time injuries*.

discipline The conditions within an organization whereby employees know what is expected of them in terms of the organization's rules, standards, or policies.

diversity Inclusion in the workplace of people with varied physical skills, sexual orientations, ages, religions, nationalities, ethnic groups, races, gender, and socioeconomic backgrounds.

dummies Dashed arrows that show the dependent relationships among activities.

E

economic order quantity (EOQ) The optimum number of units to order.

Education Amendments Act Prohibits discrimination because of sex against employees or students of any educational institution receiving financial aid from the federal government.

effort How hard a person works.

employee assistance program Programs developed by companies to help troubled employees. These may be of varied type and scope, ranging from the organization directly providing care to referring the employee to care providers.

employment arbitration An agreement that companies may require employees to sign that requires them to resolve any disputes by final and binding arbitration.

employment at will When employees are hired for an indefinite time period and do not have a contract limiting the circumstances under which they can be discharged, the employer can terminate the employees at any time for any or no reason at all.

employment parity When the proportion of protected employees employed by an organization equals the proportion in the organization's relevant labor market.

empowerment Gives subordinates substantial authority to make decisions.

energy costs Charges for electricity, gas, steam, and any other source of power.

environmental change Includes all of the nontechnological changes that occur external to the organization.

Equal Employment Opportunity Commission (EEOC) One of two major federal enforcement agencies for equal employment opportunity. The other one is the Office of Federal Contract Compliance (OFCC).

Equal Pay Act This requires that all employers covered by the Fair Labor Standards Act (and others included in the 1972 extension) provide equal pay to men and women who perform work that is similar in skill, effort, and responsibility.

ergonomics Human engineering, concerned with improving productivity and safety by designing workplaces, tools, instruments, and so on, that take into account the physical abilities of people.

essay appraisals Requires the supervisor to write a series of statements about an employee's past performance, potential for promotion, strengths, and weaknesses.

esteem needs These needs include both self-esteem and the esteem of others.

ethics Standards or principles of conduct that govern the behavior of an individual or a group of individuals.

event Denotes a point in time. The occurrence of an event signifies the completion of all activities leading up to it.

exception principle States that supervisors should concentrate their efforts on matters that deviate from the normal and let their employees handle routine matters.

Executive Order 11246 Issued in 1965 and amended by Executive Order 11375, requires federal intractors and subcontractors to meet certain affirmative action requirements.

extinction Provides no positive consequences or removes previously provided positive consequences as a result of undesired behavior.

extrinsic rewards Rewards that are directly controlled and distributed by the organization.

F

Family and Medical Leave Act Enacted in 1993 to enable qualified employees to take prolonged unpaid leave in order to care for their family or their personal health without fear of losing their jobs.

feedback The flow of information from the receiver to the sender.

forced-choice rating An evaluation method that requires the supervisor to choose which of two statements is either most (or least) applicable to the employee being reviewed.

forced-distribution ranking The rater compares the performance of employees and places a certain percentage of employees at various performance levels.

formal plan Written documented plan developed through a process that describes the organization's plans.

formal work groups These result primarily from the organizing function of government.

frequency rate The number of times that disabling injuries occur.

frustration One form of intrapersonal conflict that occurs when people feel that something is stopping them from achieving goals that they would like to achieve.

functional departmentalization When organization units are defined by the nature or function of the work.

functional plans Derived from the plans of higher levels of management.

functions of management and supervision The functions are planning, organizing, staffing, motivating, and controlling.

G

Gantt chart A diagram on which the activities to be performed are usually shown vertically and the time required to perform them is usually shown horizontally.

gap analysis Identifying where current situation falls short of a desired state.

geographic departmentalization Occurs most frequently in organizations with operations or offices that are physically separated from each other.

glass ceiling Refers to a level within the managerial hierarchy beyond which very few women or minorities advance.

goal Similar to an objective, but broader in scope and usually longer range in its approach.

goal conflict Occurs when an individual's goal has both positive and negative aspects or when competing or conflicting goals exist.

grapevine The informal communication system resulting from casual contacts between friends or acquaintances in various organization units.

graphic rating scale The supervisor is asked to evaluate an individual on such factors as initiative, dependability, cooperativeness, and quality of work.

grievance A formal dispute between management and an employee or employees over some condition of employment.

group cohesiveness The degree of attraction or stick-togetherness of the group.

group conformity The degree to which the members of the group accept and abide by the norms of the group.

group norm An understanding among group members concerning how those members should behave.

groupthink When the drive to achieve consensus among group members becomes so powerful that it overrides independent, realistic appraisals of alternative actions.

H

halo effect Occurs when the supervisor allows a single, prominent characteristic of the interviewee/employee to dominate judgment of all other characteristics.

Hawthorne effect States that giving special attention to a group of employees (such as involving them in an experiment) changes their behavior.

Hazard Communications Standard Establishes uniform requirements to ensure that the hazards of all chemicals imported into, produced, or used in the workplace are evaluated and that the results of these evaluations are transmitted to affected employers and exposed employees.

health insurance Insurance which covers such things as normal hospitalization and outpatient doctor bills.

hot-stove rule Discipline should be directed against the act rather than the person. Other key features of the rule are immediacy, advance warning, consistency, and impersonality.

human relations skills Knowledge about human behavior and the ability to work well with people.

human resource forecasting Process that attempts to determine the future human resource needs of the organization in light of the organization's objectives.

human resource planning (HRP) Process of "getting the right number of qualified people into the right job at the right time." Also called *personnel planning*.

hygiene or maintenance factors According to Herzberg, those factors that tend to demotivate or turn off employees, such as job status, interpersonal relations with supervisors and peers, the style of supervision that the person receives, company policy and administration, job security, working conditions, pay, and aspects of personal life that affect the work situation.

I

idiosyncrasy credit Phenomenon that occurs when certain members who have made or are making significant contributions to the group's goals are allowed to take some liberties within the group.

incorporate ergonomics Concerned with improving productivity and safety by designing workplaces tools, instruments, etc. that take into account the physical abilities of employees.

independent demand items Finished goods or other end items.

indirect labor costs Expenditures for labor that are not directly applied to the creation or delivery of the product or service.

informal work groups Not defined by the organizing function.

informational reports A report that presents only the facts.

injunction A court order to prohibit certain actions.

innovation Implementing a new idea into a way of doing things.

in-process inventories Used to buffer differences in the rates of flow through the various operational processes.

input-output scheme A technique developed by General Electric for use in solving energy-related problems. The first step under this method is to describe the desired output; the next step is to list all possible combinations of inputs that could lead to the desired output.

interest tests Determine how a person's interests compare with the interests of successful people in a specific job.

internet A global collection of independently operating yet interconnected computers.

interpersonal communication Communication between individuals.

interpersonal conflict Conflict that is external to the individual.

intranet A private computer network that uses internet products and technologies to provide multimedia applications to users within the organization.

intrapersonal conflict Conflict that is internal to the individual.

intrinsic rewards Rewards internal to the individual and normally derived from involvement in work activities.

ISO 9000 A set of quality standards created in 1987 by the International Organization for Standardization in Geneva, Switzerland.

ISO 14000 Similar in format to ISO 9000, ISO 14000 provides international environmental management standards for voluntary compliance.

J

job analysis Determines the pertinent information related to the performance of a specific job.

job bidding Employees bid on a job based on seniority, job skills, or other qualifications.

job description A written portrayal of a job and the types of work performed in it.

job enlargement Involves giving an employee more of a similar type of operation to perform.

job enrichment An approach that involves upgrading the job by adding motivating factors.

job knowledge tests Measure the applicant's job-related knowledge.

job posting The posting of notices of available jobs in central locations throughout the organization.

job rotation An employee learns several jobs and performs each job for a specific length of time. Also called *cross-training*.

job satisfaction An individual's general attitude toward his or her job.

job specification The qualifications necessary to perform the job.

just-in-time inventory control (JIT) Pioneered in Japan but popular in the United States, a philosophy for production so that the right items arrive and leave as they are needed.

K

Kaizen Means "good change" in Japanese.

Kaizen blitz Occurs when an organization undertakes an intense Kaizen effort concentrated in a two- to five-day period.

L

Labor-Management Reporting and Disclosure

(Landrum-Griffin) Act (1959) The act is primarily concerned with the protection of the rights of individual union members. For example, it permits union members to sue their unions and it requires that any increase in union dues be approved by a majority of the members (on a secret ballot).

laissez-faire leader Leader who allows the group members to do as they please, thus allowing them to make all the decisions.

layout chart A sketch of a facility that shows the physical arrangement of the facility and the major flow of work through it.

leader Obtains followers and influences them in setting and achieving objectives.

leadership The ability to influence people to willingly follow one's guidance or adhere to one's decisions.

leading Involves directing and channeling employee behavior toward the accomplishment of work objectives and providing a workplace where people can be motivated to accomplish the work objectives.

lean manufacturing A systematic approach to identifying and eliminating waste and non-value-added activities.

leniency The grouping of employee ratings at the positive end instead of spreading them throughout the performance scale.

line authority Based on the superior-subordinate relationship. With line authority, there is a direct line of authority from the top to the bottom of the organization structure.

linking-pin concept Because managers are members of overlapping groups, they link formal work groups to the total organization.

lost-time injuries Injuries that cause the employee to miss one or more days of work following an accident. Also known as *disabling injuries*.

M

malcolm Baldrige Award Administered by National Institute of Standards and Technology and can only be awarded to businesses located in the United States.

management by objectives (MBO) A style of supervising that has its roots in the planning function.

martix structure Forming horizontal project teams within two vertical line structure of the organization.

motion or methods study Concerned with determining the most efficient way of doing a task or job.

motivating/motivation Getting employees to put forth maximum effort while doing their job.

motivation-maintenance approach (or dual factor approach or motivator-hygiene approach) Belief that factors which demotivate employees are usually associated with the work environment, such as job status, relations with peers, etc.

N

National Labor Relations Board (NLRB) Determines what the bargaining unit is (which employees the union will represent) and whether the authorization requirement has been fulfilled.

need hierarchy theory Based on the assumption that employees are motivated to satisfy a number of needs and that money can satisfy, directly or indirectly, only some of those needs.

nondirective counseling The employee assumes most of the initiative and the supervisor serves primarily as a listener. The employee is encouraged to discuss what he or she thinks is causing the problem and to develop solutions to it.

O

objective A statement of a desired result or what is to be achieved.

occupational parity When the portion of protected employees employed in various occupations in the organization is equal to their proportion in the organization's relevant labor market.

Occupational Safety and Health Act (OSHA) Its purpose is "to assure so far as possible every working man and woman in the nation safe and healthful working conditions and to preserve our human resources."

Office of Federal Contract Compliance (OFCC) One of two major federal enforcement agencies for equal employment opportunity. The other one is the Equal Employment Opportunity Commission (EEOC).

on-the-job training (OJT) Instruction given by the supervisor or a senior employee in which a new employee is shown how the job is performed and then actually does it under the trainer's supervision.

organizational conflict Conflict between employees and the organization.

organizational rewards All types of rewards, both intrinsic and extrinsic, received as a result of employment by the organization.

organization politics The practice of using means other than merit or good performance for bettering your position or gaining favor in the organization.

organizing Distributing the work among employees in the work group and arranging the work so that it flows smoothly.

orientation/orienting The process of introducing new employees to the organization and to the work unit and the job.

P

paired-comparison ranking Method in which the supervisor lists employee names down the left side of a sheet of paper. The supervisor then evaluates the performance of the first employee on the list against the performance of the second employee on the list. If the supervisor feels that the performance of the first employee is better than that of the second employee, he places a check mark by the first employee's name. The first employee is then compared to each of the other employees. In this way, he or she is compared with all the other employees on the list. The process is repeated for each of the other employees. The employee with the most check marks is evaluated to be

the most valuable employee, and the employee with the least check marks is evaluated to be the least valuable.

paralanguage A form of nonverbal communication that includes the pitch, tempo, loudness, and hesitations in the verbal communication.

parity principle States that authority and responsibility must coincide.

perception How people view situations.

performance How well an employee is fulfilling the requirements of the job.

performance appraisal A process that involves communicating to an employee how well the employee is performing the job and also, ideally, involves establishing a plan for improvement.

personal information manager Software programs designed to provide digital time organizing and planning features to users.

peter principle Tendency of individuals in a hierarchy to rise to their levels of incompetence.

physical needs The basic needs for the human body that must be satisfied to sustain life. These needs include food, sleep, water, exercise, clothing, shelter, and so forth.

planning Determining the most effective means for achieving the work of the unit.

policies Broad, general guidelines to action.

political conflicts Conflicts that are planned and often intentionally started. They result from the promotion of self-interest on the part of an individual or a group.

polygraph Also known as the lie detector, this device records physical changes in the body as the test subject answers a series of questions.

positive reinforcement Providing a positive consequence as a result of desired behavior.

power The ability to get others to respond favorably to instructions and orders.

preference-expectancy theory A theory based on the belief that people attempt to increase pleasure and decrease displeasure. According to this theory, which Victor Vroom pioneered, people are motivated to work if (1) they believe that their efforts will be rewarded and (2) they value the rewards that are being offered.

problem solving The process of determining the appropriate responses or actions necessary to alleviate a problem.

problem-solving skills The ability to analyze information and objectively reach a decision in order to solve a problem.

procedure A series of related steps or tasks performed in sequential order to achieve a specific purpose.

process control Quality control that relates to the control of a machine or an operation during the production process.

productivity Units of output per employee hour.

product quality control Quality control that relates to things (products, services, raw materials, etc.).

proficiency tests These measure how well the applicant can do a sample of the work that is to be performed.

programmed instruction Training method in which, after the material is presented in text form, the trainee is required to read and answer questions relating to the text.

protected groups Classes of people identified by race, color, sex, age, religion, national origin, and mental and physical handicaps.

psychological tests These measure personality characteristics.

psychomotor tests These measure a person's strength, dexterity, and coordination.

punishment Provides a negative consequence as a result of undesired behavior.

Pygmalion effect This concept refers to the tendency of an employee to live up to the supervisor's expectations.

Q

quality assurance The idea of "building in" quality as opposed to "inspecting it in."

quality at the source Refers to the philosophy of making each employee responsible for the quality of his or her work.

quality circle A voluntary group of employees that meets periodically for the sole purpose of solving quality problems and identifying ways of improving quality.

R

recruiting Involves seeking and attracting qualified candidates for job vacancies.

reengineering A one-time concerted effort, initiated from the top of the organization, to make major improvements in processes used to produce products or services.

Rehabilitation Act of 1973 Protects handicapped people by ensuring that people are not refused a job merely because of their handicap if the handicap does not affect their ability to do the job.

reinforcement approach Reinforced behavior is more likely to be repeated.

reliability Results of a test are reproducible.

resource allocation The efficient allocation of people, materials, and equipment so as to successfully meet the objectives that have been established.

responsibilities The things that make up the supervisor's job.

responsibility Accountability for reaching objectives, using resources properly, and adhering to organizational policy.

right-to-work laws A law passed by individual states prohibiting union shops.

routing Determining the best sequence of operations.

rule Requires that specific and definite actions be taken or not taken.

S

safety needs Needs concerned with protection against danger, threat, or deprivation.

scalar principle States that authority flows one link at a time from the top of the organization to the bottom.

scheduling The precise timetable that is to be followed in producing products or services.

selection To choose the best person for the job from the candidates.

self-actualization/self-fulfillment The needs of people to reach their full potential in terms of their abilities and interests.

self-directed work teams (SDWT) Teams in which members are empowered to control the work they do without a formal supervisor.

semantics The study of the meaning of words and symbols.

severity rate Indicates how severe the accidents were and how long the injured parties were out of work. Only disabling injuries are used in determining frequency and severity rates.

sexual harassment Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature are considered sexual harassment.

Sherman Antitrust Act of 1890 A law making it illegal to restrain trade.

sit-down strike When employees stay on the job but refuse to work.

six sigma A precise art of statistical tools, meaning six standard deviations from the mean. The philosophy of six sigma entails realizing this very high level of quality by examining and improving the entire production and/or service system.

skills inventory Consolidates information about the organization's current human resources.

social needs Needs that include love, affection, and belonging.

social responsibility Following through on the obligations individuals and businesses have to help solve social problems.

span of control principle The number of employees a supervisor can effectively manage.

staff authority Used to support and advise line authority.

staffing Supervision function concerned with obtaining and developing qualified people.

standard operating procedures (SOPs) Well-established and formalized procedures.

standards Used to set performance levels.

strategic management The process of developing strategic plans and keeping them current as changes occur.

strategic or corporate plan A plan developed by the top management of an organization.

stress An arousal of mind and body in response to real or perceived demands or threats.

strike An action that occurs when employees leave their job and refuse to come back to work until a contract has been signed.

structural or intergroup conflict Conflict that results from the nature of the organization structure and is independent of the personalities involved.

structured interview Supervisor knows the questions to be asked and records results.

supervision The first level of management in the organization, concerned with encouraging the members of a work unit to contribute positively toward accomplishing the organization's goals and objectives.

supervisory plans Derived from the plans of higher levels of management.

supportive leaders Leaders who are genuinely interested in the well-being of group members and are sensitive to the employees as human beings.

systemic discrimination Large differences in either occupational or employment parity.

synectics Use of metaphorical thinking to make the “familiar strange and the strange familiar” in order to creatively solve problems.

T

Taft-Hartley Act of 1947 Spelled out rights of and restrictions on unions.

team building Process by which the formal work group develops an awareness of those conditions that keep it from functioning effectively and then requires the group to eliminate those conditions.

technical skills Knowledge about such things as machines, processes, and methods of production.

technological change Includes such things as new equipment, machinery, and processes.

Theory X Maintains that the average employee dislikes work.

Theory Y States that people like to work, and it comes as naturally as rest and play.

time study The analysis of a task to determine the elements of work required to perform it, the order in which these elements occur, and the times required to perform them effectively. The objective of a time study is to determine how long it should take an average person to perform the task in question.

Title VI of the Civil Rights Act of 1964 Prohibits discrimination based on race, color, or national origin in all programs or activities that receive federal financial aid in order to provide employment.

Title VII of the Civil Rights Act of 1964 Amendments to this act make it illegal to hire, fire, pay, or take other management actions on the basis of race, color, religion, national origin, or sex.

total quality management (TQM) A management philosophy that emphasizes managing the entire organization so that it excels in all dimensions of products and services that are important to the customer.

traditional approach Based on the assumption that money is the primary motivator of people.

training The acquisition by employees of the skills, information, and attitudes necessary for improving their effectiveness.

transactional leadership The approach that leaders engage in a bargaining relationship with their followers.

transformational leadership The approach that leaders engage in changing the dynamic of the relationship with their followers.

U

union organization drive Started by the employees of the organization when, for one or more reasons, a group of employees determines that a union is desirable.

union shop The union can require an employee who has been working for a specified period of time to become a member.

union steward An operative employee whom the union members elect to work with them on handling their grievances.

unity of command principle States that an employee should have one and only one immediate boss.

unstructured interviews These have no definite checklist of questions or preplanned strategy.

V

validation Test results are proven to be a significant predictor of an applicant’s ability to perform job-related tasks.

vestibule training The individual uses procedures and equipment similar to those of the actual job, but which are located in a special area called a vestibule.

Veterans Readjustment Act Requires federal government contractors and subcontractors to take affirmative action to hire and promote Vietnam War and disabled veterans.

W

wellness or work/life program Company-implemented program designed to prevent illness and enhance employee wellness.

whistle blowing Disclosing what an employee believes to be wrong doings within the organization, usually undertaken after determining that employee’s manager does not support such claims.

wildcat strike A strike in which employees leave their job and refuse to work during the contract period.

workaholism Working to the exclusion of everything else in one’s life.

workers’ compensation Protection for the worker from loss of income and extra expenses associated with work-related injuries.

work-methods improvement Used to find the most efficient way to accomplish a given task.

work-standards approach Attempts are made to establish objective measures of an employee's work performance.

Y

yellow-dog contract An agreement between an employee and management that, as a condition of employment, the employee will not join a labor union.

Z

zero-base budgeting Requires a supervisor to justify in detail an entire budget request.

zero-defects program A program which tries to create a positive attitude toward the prevention of low quality.