

# Glossary of terms

## **Ability**

Stable characteristic responsible for a person's maximum physical or mental performance.

## **Accommodator**

Learning style preferring learning through doing and feeling.

## **Accountability Practices**

Focus on treating diverse employees fairly.

## **Activist**

Learning style preferring learning by concrete experience.

## **Adaptor**

Cognitive style characterised by doing things better.

## **Affective Component of an Attitude**

Feelings, moods and emotions a person has about something or someone.

## **Affirmative Action**

Focuses on achieving equality of opportunity in an organisation.

## **Aggressive Style**

Expressive and self-enhancing but takes unfair advantage of others.

## **Agreeableness**

Personality dimension referring to a person's ability to get along with others.

## **Aided-analytic**

Using tools to make decisions.

## **Alternative Dispute Resolution**

Avoiding costly lawsuits by resolving conflicts informally or through mediation or arbitration.

## **Analytic**

Cognitive style characterised by processing information into its component parts.

## **Asch Effect**

Giving in to a unanimous but wrong opposition.

## **Assertive Style**

Expressive and self-enhancing but does not take advantage of others.

## **Assimilator**

Learning style preferring learning through watching and thinking.

## **Attention**

Being consciously aware of something or someone.

## **Attitude**

Learned predispositions towards a given object.

## **Attributions**

Inferred causes of perceived behaviour, actions or events.

## **Availability Heuristic**

Tendency to base decisions on information readily available in memory.

## **Behavioural Component of an Attitude**

How a person intends or expects to act towards something or someone.

## **Benchmarking**

Process by which a company compares its performance with that of high-performing organisations.

## **Big Five**

Five dimensions largely representing human personality.

## **Bounded Rationality**

Constraints that restrict decision making.

## **Brainstorming**

Process to generate a quantity of ideas.

## **Buffers**

Resources or administrative changes that reduce burnout.

## **Bureaucracy**

Max Weber's idea of the most rationally efficient form of organisation.

## **Burnout**

A condition of emotional exhaustion and negative attitudes.

## **Business Ethics Theory**

Is about carefully thought-out rules of business organisational conduct that guide decision making.

## **Case Study**

In-depth study of a single person, group or organisation.

## **Centralisation**

The connection of decision-making power at the level of the top management team.

## **Chaos Theory**

The environment is extremely uncertain and turbulent resulting into high complexity and disorder but patterns of order are still recognisable in the chaos.

**Charismatic leadership**

Transforms employees to pursue organisational goals over self-interests.

**Closed System**

A relatively self-sufficient entity.

**Closure**

Tendency to perceive objects as a constant overall form.

**Coalition**

Temporary groupings of people who actively pursue a single issue.

**Coercive Power**

Obtaining compliance through threatened or actual punishment.

**Cognitions**

A person's knowledge, opinions or beliefs.

**Cognitive Categories**

Mental depositories for storing information.

**Cognitive Component of an Attitude**

Beliefs, opinions, cognitions and knowledge someone has about a certain object, situation or person.

**Cognitive Dissonance**

Refers to situations of incompatibility between different attitudes or between attitudes and behaviour.

**Cognitive Style**

An individual's preferred way of processing information.

**Cohesiveness**

A sense of 'we-ness' that helps group stick together.

**Collaborative Computing**

Using computer software and hardware to help people work together better.

**Communication Competence**

Ability to use the appropriate communication behaviour effectively in a given context.

**Communication Distortion**

Purposely modifying the content of a message.

**Communication**

Interpersonal exchange of information and understanding.

**Competence**

Any individual characteristic that is related to effective and superior performance.

**Confirmation Bias Tendency**

Tendency to seek and interpret information that verifies existing beliefs.

**Conflict Theory**

Social structures and relationships in organisations are based on conflicts between groups and social classes.

**Conflict**

One party perceives its interests are being opposed or set back by another party.

**Conscientiousness**

Personality dimension referring to the extent a person is organised, careful, responsible and self-disciplined.

**Consensus**

Presenting opinions and gaining agreement to support a decision.

**Consideration**

Creating mutual respect and trust between leader and followers.

**Content Level**

'What' is communicated.

**Content theories**

Theories regarding what motivates people.

**Contingency Approach to Organisation Design**

Creating an effective organisation–environment fit.

**Contingency Approach**

Using tools and techniques in a situationally appropriate manner; avoiding the one-best-way mentality.

**Contingency Factors**

Situational variables that influence the appropriateness of a leadership style.

**Continuity**

Tendency to perceive objects as continuous patterns.

**Continuous Change**

Perceives change as constant, evolving and cumulative.

**Contrast Effect**

Tendency to perceive stimuli that differ from expectations as being even more different than they really are.

**Control Strategy**

Coping strategy that directly confronts or solves problems.

**Converger**

Learning style preferring learning through thinking and doing.

**Co-ordination**

Tuning the activities to reach a common goal by exchanging information.

**Coping**

Process of managing stress.

**Core Job Dimensions**

Job characteristics found to various degrees in all jobs.

**Corporate Citizenship**

Considers organisations as members of the society.

**Corporate Social Responsibility**

Those responsibilities and obligations organisations attempt to pursue, so they can respond to economic, societal and environmental needs in a harmonious manner.

**Covariation Principle**

Principle of attribution theory holding that people attribute behaviour to factors that are present when a behaviour occurs and absent when it does not.

**Creativity**

Process of developing something new or unique.

**Critical Theory**

Critics to the rational, functionalistic, managerial and capitalistic views on organisations.

**Cross-cultural Training**

Structured experiences to help people adjust to a new culture or country.

**Cross-functionalism**

Team made up of technical specialists from different areas.

**Culture Shock**

Anxiety and doubt caused by an overload of new expectations and cues.

**Culture**

Socially derived, taken-for-granted assumptions about how to think and act.

**Decentralisation**

The dispersion of decision-making power in the organisation.

**Decision Making**

Identifying and choosing solutions that lead to a desired end result.

**Decision-making Style**

A combination of how individuals perceive and respond to information.

**Delegation**

Granting decision-making authority to people at lower levels.

**Delphi Technique**

Group process that anonymously generates ideas from physically dispersed experts.

**Departmentalisation**

The grouping of people based on common characteristics.

**Development Practices**

Focus on preparing diverse employees for greater responsibility and advancement.

**Devil's Advocacy**

Assigning someone the role of critic.

**Dialectic Method**

Fostering a debate of opposing viewpoints to better understand an issue.

**Differentiation**

Division of labour and specialisation that cause people to think and act differently.

**Displayed Emotion**

Organisationally desirable and appropriate emotion in a given job or situation.

**Diverger**

Learning style preferring learning through feeling and watching.

**Diversified Organisation**

Large organisations with headquarters and semi-autonomous units.

**Division of Labour**

The allocation of tasks and responsibilities to the members of the organisation.

**Double Loop Learning**

Learning via error and correction based on questioning the underlying models, norms, values and objectives.

**Dysfunctional Conflict**

Threatens organisation's interests.

**Economic Responsibilities**

Organisations are the basic economic unit for a society and they carry the responsibility to produce goods and services in response to the society's needs.

**Efficiency**

Realising a certain output with a minimum amount of input.

**Electronic Mail**

Uses the Internet/Intranet to send computer-generated text and documents.

**Emoticons**

Symbols used to express emotions in email.

**Emotional Contagion**

Emotional influencing process, by which people catch the feelings of others.

**Emotional Dissonance**

Conflict between felt/actual and displayed/required emotions.

**Emotional Intelligence**

Ability to manage your own emotions and those of others in mature and constructive ways.

**Emotional Labour**

The effort, planning and control that is needed to express organisationally desired emotions during interpersonal interactions.

**Emotional Stability**

Personality dimension referring to the extent a person can cope with stress situations and experiences positive emotional states.

**Emotions**

Complex human reactions to personal achievements and setbacks.

**Empowerment**

Sharing varying degrees of power with lower-level employees to tap their full potential.

**Enacted Values**

The values and norms that are exhibited by employees.

**Entrepreneurial Organisation**

A simple organisation strongly build on and driven by a leader.

**Episodic Change**

Refers to change initiatives that are infrequent, discontinuous and intentional.

**Equity Theory**

Holds that motivation is a function of fairness in social exchanges.

**Escalation of Commitment**

Sticking to an ineffective course of action too long.

**Escape Strategy**

Coping strategy that avoids or ignores stressors and problems.

**Espoused Values**

The stated values and norms preferred by an organisation.

**Ethical Relativism**

All moral norms are culture-bound.

**Ethical Responsibilities**

Additional behaviours and activities that are not necessarily codified into law but are nevertheless expected by society members.

**Ethnocentrism**

Belief that one's native country, culture, language and behaviour are superior.

**Eustress**

Stress that is good or produces a positive outcome.

**Expatriate**

Anyone living or working in a foreign country.

**Expectancy Theory**

Holds that people are motivated to behave in ways that produce valued outcomes.

**Expectancy**

Belief that effort leads to a specific level of performance.

**Experienced Meaningfulness**

Feeling that one's job is important and worthwhile.

**Experienced Responsibility**

Believing that one is accountable for work outcomes.

**Expert Power**

Obtaining compliance through one's knowledge or information.

**Explicit Knowledge**

Knowledge that has been written down or made explicit in a form that makes transferring knowledge possible.

**External Factors**

Environmental characteristics that cause behaviour.

**External Forces for Change**

Originate outside the organisation.

**External Locus of Control**

Attributing outcomes to circumstances beyond one's control.

**Extranet**

Connects internal employees with selected customers, suppliers and strategic partners.

**Extraversion**

Personality dimension referring to a person's comfort level with relationships.

**Extravert**

Preference for directing perception and judgement outwardly.

**Extrinsic Motivation**

Being motivated by extrinsic rewards, like monetary incentives.

**Extrinsic Rewards**

Financial, material or social rewards from the environment.

**Feedback**

Objective information about performance.

**Feeling**

Preference for judging based on a subjective and personal process.

**Felt Emotion**

A person's actual or true emotion.

**Field Study**

Examination of variables in real-life settings.

**Fight-or-flight Response**

To either confront stressors or try to avoid them.

**Flow**

A psychological state in which a person feels simultaneously cognitively efficient, motivated and happy.

**Formal Group**

Group formed by the organisation.

**Formalisation**

The extent to which rights and duties of organisational members are determined.

**Frustration-regression Hypothesis**

When the gratification of a higher-order need is being blocked, the desire to satisfy a lower level need increases.

**Functional Conflict**

Serves organisation's interests.

**Functional Social Support**

Support sources that buffer stress in specific situations.

**Fundamental Attribution Bias**

Tendency to attribute other's success to external factors and other's failure to internal factors.

**'Garbage Can' Model**

Holds that decision making is sloppy and haphazard.

**Genderflex**

Temporarily using communication behaviours typical of the other gender.

**Glass Ceiling**

Invisible barrier blocking women and minorities from top management positions.

**Global Social Support**

The total amount of social support available.

**Goal Commitment**

Amount of commitment to achieving a goal.

**Goal Conflict**

Degree to which people feel their multiple goals are incompatible.

**Goal Difficulty**

The amount of effort required to meet a goal.

**Goal Specificity**

Quantifiability of a goal.

**Goal**

What an individual is trying to accomplish.

**Grapevine**

Unofficial communication system of the informal organisation.

**Group**

Two or more freely interacting people with shared norms and goals and a common identity.

**Groupthink**

Janis's term for a cohesive in-group's unwillingness to view alternatives realistically.

**Hardiness**

Personality characteristic that neutralises stress.

**Hierarchical Communication**

Exchange of information between superiors and employees.

**High-context Cultures**

Primary meaning derived from non-verbal situational cues.

**Holistic Wellness Approach**

Advocates personal responsibility for reducing stressors and stress.

**Horizontal Organisation**

Organisations with few hierarchical levels, built around core processes.

**Hourglass Organisation**

An organisation with a very limited number of middle managers.

**Hygiene Factors**

Job characteristics associated with dissatisfaction.

**Image Theory**

An alternative theory on decision making, which places principles and values at the heart of decision making.

**Imager**

Cognitive style characterised by representing information in mental pictures.

**Implicit Knowledge**

Knowledge that has not (yet) been made explicit or expressed but that is hidden away in individuals' minds, habits or organisational processes and minds.

**Implicit Personality Theories**

Network of assumptions that we hold about relationships among various types of people, traits and behaviours.

**Impression Management**

Getting others to see us in a certain manner.

**Informal Group**

Group formed by friends.

**Information Overload**

When the information we have to work with exceeds our processing capacity.

**Information Richness**

Information-carrying capacity of data.

**Initiating Structure**

Organising and defining what group members should be doing.

**Innovative Organisation**

Often young and flexible organisation oriented towards innovation.

**Innovator**

Cognitive style characterised by doing things differently.

**Instrumental Cohesiveness**

Sense of togetherness based on the mutual dependency required to get the job done.

**Instrumental Values**

Represent desirable ways or modes of conduct to achieve one's terminal goals.

**Instrumentality**

Belief that performance leads to a specific outcome or reward.

**Integration**

Co-operation among specialists to achieve common goals.

**Intelligence**

Capacity for constructive thinking, reasoning and problem solving.

**Internal Factors**

Personal characteristics that cause behaviour.

**Internal Forces for Change**

Originate inside the organisation.

**Internal Locus of Control**

Attributing outcomes to one's own actions.

**Internal Motivation**

Motivation caused by positive internal feelings.

**Internet**

A global network of computer networks.

**Intranet**

An organisation's private Internet.

**Intrinsic Motivation**

Being motivated by intrinsic rewards, like self-determination or need of competence.

**Intrinsic Rewards**

Self-granted, psychic rewards.

**Introvert**

Preference for basing perception and judgement upon ideas.

**Intuiting**

Preference for perceiving indirectly through the unconscious.

**Iron Law of Responsibility**

Those who do not use their power in a way that strokes with the values, beliefs and obligations of the society will tend to lose it.

**Job Involvement**

The extent to which one is personally involved with his or her work role.

**Job Satisfaction**

General attitude one has towards his or her job.

**Judgemental Heuristic**

Rules of thumb or shortcuts that people use to reduce information processing demands.

**Judging**

Preference for making quick decisions.

**Kantianism**

Considering principles like fairness and ideas of best-practice.

**Knowledge Creation**

A process of acquiring new knowledge, recombining knowledge and applying it in order to extent an individual's, group or organisation's knowledge stock.

**Knowledge Exploitation**

Creating economies of scale based on the optimal use of knowledge available to the organisation.

**Knowledge Exploration**

Creating new knowledge for the organisation to achieve innovation in processes and products.

**Knowledge Management**

Management of information, knowledge and experience available to an organisation, its creation, capture, storage, availability and utilisation, in order that organisational activities build on what is already known and extend it further.

**Knowledge of Results**

Feedback about work outcomes.

**Knowledge Sharing**

The exchange of knowledge between at least two parties to make the knowledge available and useful for both parties, requiring a process of understanding, reconfiguring and sensemaking.

**Laboratory Study**

Manipulation and measurement of variables in contrived situations.

**Leader Trait**

Personal characteristic that differentiates a leader from a follower.

**Leader-Member Relations**

Extent to which leader has the support, loyalty and trust of work group.

**Leadership Grid®**

Represents four leadership styles found by crossing concern for production and concern for people.

**Leadership Prototype**

Mental representation of the traits and behaviours possessed by leaders.

**Leadership**

Influencing employees to voluntarily pursue organisational goals.

**Learned Helplessness**

Debilitating lack of faith in one's ability to control the situation.

**Learning Capabilities**

The set of core competencies and internal processes that enable an organisation to adapt to its environment.

**Learning Modes**

The various ways in which organisations attempt to create and maximise their learning.

**Learning Organisation**

Proactively creates, acquires and transfers knowledge throughout the organisation and changes its behaviour on the basis of new knowledge and insights.

**Learning Style**

An individual's preferred use of learning abilities.

**Legal Responsibilities**

The laws and regulations under which a firm is supposed to operate.

**Legitimate Power**

Obtaining compliance through formal authority.

**Liaison Individuals**

Consistently pass grapevine information along to others.

**Line Managers**

Have authority to make organisational decisions.

**Linguistic Style**

A person's typical speaking pattern.

**Listening**

Actively decoding and interpreting verbal messages.

**Locus of control**

Degree to which a person takes responsibility for his/her behaviour and its consequences.

**Low-context Cultures**

Primary meaning derived from written and spoken words.

**Machine Organisation**

Well-structured, often bureaucratic organisation oriented towards efficiency.

**Maintenance Roles**

Relationship-building group behaviour.

**Management by Objectives**

Management system incorporating participation in decision making, goal setting and feedback.

**Managing Diversity**

Creating organisational changes that enable all people to perform up to their maximum potential.

**MBTI**

Measure to identify a person's personality typology based on four dimensions.

**Mechanistic Organisations**

Rigid, command-and-control bureaucracies.

**Meta-analysis**

Pools the results of many studies through statistical procedure.

**Missionary Organisation**

An organisation bound together by a clear mission and strong shared values among its members.

**Monochronic Time**

Preference for doing one thing at a time because time is limited, precisely segmented and schedule driven.

**Motivating Potential Score**

The amount of internal work motivation associated with a specific job.

**Motivation**

Psychological processes that arouse and direct goal-directed behaviour.

**Motivators**

Job characteristics associated with job satisfaction.

**Mutuality of Interest**

Balancing individual and organisational interests through win-win co-operation.

**Need for Achievement**

Desire to accomplish something difficult.

**Need for Affiliation**

Desire to spend time in social relationships and activities.

**Need for Power**

Desire to influence, coach, teach or encourage others to achieve.

**Needs**

Physiological or psychological deficiencies that arouse behaviour.

**Negative Affectivity**

Tendency to experience negative emotional states.

**Negative Inequity**

Comparison in which another person receives greater outcomes for similar inputs.

**Negotiation**

Give-and-take process between conflicting interdependent parties.

**Netiquette rules**

Rules that attempt to improve the quality and effectiveness of communication through email.

**Network Organisation**

An organisation structured around reciprocal communication patterns between groups of people.

**Noise**

Interference with the transmission and understanding of a message.

**Nominal Group Technique**

Process to generate ideas and evaluate solutions.

**Non-analytic**

Using rules, formulated beforehand, to make decisions.

**Non-assertive Style**

Timid and self-denying behaviour.

**Non-verbal Communication**

Messages sent that are neither written nor spoken.

**Normative Beliefs**

Thoughts and beliefs about expected behaviour and modes of conduct.

**Norms**

Shared attitudes, opinions, feelings or actions that guide social behaviour.

**Open System**

Organism that must constantly interact with its environment to survive.

**Openness to Experience**

Personality dimension referring to the extent a person is open for new experiences.

**Optimising**

Choosing the best possible solution.

**Oral Communication**

Verbal communication that is spoken.

**Organic Organisations**

Fluid and flexible network of multi-talented people..



**Organisation Chart**

Graphic illustration of boxes and lines showing chain of formal authority and division of labour.

**Organisation Development**

A set of techniques or tools that are used to implement organisational change.

**Organisation**

System of consciously co-ordinated activities of two or more people.

**Organisation's Value System**

Patterns of conflict and compatibility between organisation's values.

**Organisational Behaviour**

Interdisciplinary field dedicated to better understanding of management of people at work.

**Organisational Commitment**

The extent to which one identifies one's self with an organisation and is committed to its goals.

**Organisational Culture**

Shared values and beliefs that underlie a company's identity.

**Organisational Decline**

Decrease in organisation's resource base (money, customers, talent, innovations).

**Organisational Diagnosis**

A normative approach to the design of organisations based on strict fit relationships between the elements of the organisation.

**Organisational Moles**

Use the grapevine to enhance their power and status.

**Organisational Politics**

Intentional enhancement of self-interest.

**Organisational Socialisation**

Process by which employees learn an organisation's values, norms and required behaviours.

**Ostracism**

Rejection by other group members.

**Participative Management**

Involving employees in various forms of decision making.

**Pay for Performance**

Monetary incentives tied to one's results or accomplishments.

**Perceiving**

Preference for gathering a lot of information before making decisions.

**Perception**

Cognitive process that enables us to interpret and understand our environment.

**Perceptual Grouping**

Cognitive process to form individual stimuli into meaningful patterns.

**Perceptual Model of Communication**

Consecutively linked elements within the communication process.

**Persistence**

Extent to which effort is expended on a task over time.

**Personal Initiative**

Going beyond formal job requirements and being an active self-starter.

**Personalised Power**

Directed at helping oneself.

**Personality Type**

Personality description based on common patterns of characteristics of people.

**Personality**

Stable physical and mental characteristics responsible for a person's identity.

**Philanthropic Responsibilities**

Those responsibilities about which the society has no clear-cut message for business.

**Platform Organisation**

Combines the new flexible types with the more classic organisation types.

**Political Organisation**

An organisation in which power is illegitimate resulting in desintegration and conflict.

**Polychronic Time**

Preference for doing more than one thing at a time because time is flexible and multidimensional.

**Position Power**

Degree to which leader has formal power.

**Positive Affectivity**

Tendency to experience positive emotional states.

**Positive Inequity**

Comparison in which another person receives lesser outcomes for similar inputs.

**Postmodernism**

A very subjective and situational view on the world around us making it impossible to develop general applicable theories of this world.

**Pragmatist**

Learning style preferring learning by active experimentation.

**Prevalence (or Representativeness) Heuristic**

Tendency to assess the likelihood of an event occurring based on impressions about similar occurrences.

**Primacy Effect**

Effect by which the information first received often continues to colour our later perceptions of individuals.

**Problem**

Gap between an actual and desired situation.

**Process Theories**

Theories regarding how people get motivated.

Process-style Listeners

Likes to discuss issues in detail.

**Productivity**

Realising the highest possible output with a specific amount of input.

**Professional Organisation**

Decentralised organisation with professionals doing high skilled work.

**Programmed Conflict**

Encourages different opinions without protecting management's personal feelings.

**Project Organisation**

An organisation consisting of temporarily semi-autonomous project groups.

**Propensity to Trust**

A personality trait involving one's general willingness to trust others.

**Proxemics**

Hall's term for the cultural expectations about interpersonal space.

**Proximity**

Tendency to group elements based upon their nearness.

**Quality Circles**

Small groups of volunteers who strive to solve quality-related problems.

**Rapport Talk**

typical female way of communicating.

**Rational Model**

Logical four-step approach to decision making.

**Readiness**

Follower's ability and willingness to complete a task.

**Realistic Job Preview**

Presents both positive and negative aspects of a job.

**Reality Shock**

A newcomer's feeling of surprise after experiencing unexpected situations or events.

**Reasons-style Listeners**

Interested in hearing the rationale behind a message.

**Recruitment Practices**

Attempts to attract qualified, diverse employees at all levels.

**Referent Power**

Obtaining compliance through charisma or personal attraction.

**Reflector**

Learning style preferring learning by reflective observation.

**Relationship Level**

How the relationship between sender and receiver is communicated.

**Relaxation Response**

state of peacefulness.

**Report Talk**

Typical male way of communicating.

**Resistance to Change**

Emotional/behavioural response to real or imagined work changes.

**Resource View**

Growth and competitive advantages of organisations are based on the presence of rare and immobile resources under control of the organisation.

**Results-style Listeners**

Interested in hearing the bottom line or result of a message.

**Reward Equality Norm**

Everyone should get the same rewards.

**Reward Equity Norm**

Rewards should be tied to contributions.

**Reward Power**

Obtaining compliance with promised or actual rewards.

**Role Ambiguity**

Others' expectations are unknown.

**Role Conflict**

Others have conflicting or inconsistent expectations.

**Role Overload**

Others' expectations exceed one's ability.

**Roles**

Expected behaviours for a given position.

**Sample Survey**

Questionnaire responses from a sample of people.

**Satisficing**

Choosing a solution that meets a minimum standard of acceptance.

**Scenario Technique**

Speculative forecasting method.

**Schema**

Mental picture of an event or object.

**Scientific Management**

A scientific approach to management in which all tasks in organisations are in-depth analysed, routinised, divided and standardised, instead of using rules-of-thumb.

**Self-concept**

A person's self-perception as a physical, social, spiritual being.

**Self-efficacy**

Belief in one's ability to accomplish a task successfully.

**Self-esteem**

Belief about one's own self-worth based on overall self-evaluation.

**Self-fulfilling Prophecy**

People's expectations determine behaviour and performance.

**Self-managed Teams**

Groups of employees granted administrative oversight for their work.

**Self-management Leadership**

Process of leading others to lead themselves.

**Self-monitoring**

The extent to which a person adapts his/her behaviour to the situation.

**Self-serving Bias**

Tendency to attribute one's success to internal factors and one's failure to external factors.

**Sensing**

Preference for perceiving directly through the five senses.

**Servant-leadership**

Focuses on increased service to others rather than to oneself.

**Set-up-to-fail Syndrome**

Creating and reinforcing a dynamic that essentially sets up perceived weaker performers to fail.

**Sex-role Stereotype**

Beliefs about appropriate roles for men and women.

**Similarity**

Tendency to group objects, people and events that look alike.

**Single Loop Learning**

Learning through error and correction – adapting behaviour based on feedback.

**Situational Theories**

Propose that leader styles should match the situation at hand.

**Skill**

Specific capacity to manipulate objects.

**Social Loafing**

Decrease in individual effort as group size increases.

**Social Perception**

Process by which people come to understand one another.

**Social Power**

Ability to get things done using human, informational and material resources.

**Social Support**

Amount of helpfulness derived from social relationships.

**Socialised Power**

Directed at helping others.

**Socio-emotional Cohesiveness**

Sense of togetherness based on emotional satisfaction.

**Span of Control**

The number of people reporting directly to a given manager.

**Staff Personnel**

Provide research, advice and recommendations to line managers.

**Stakeholder Audit**

Systematic identification of all parties likely to be affected by the organisation.

**Stakeholder Theory**

Stresses the responsibilities companies have toward their stakeholders.

**Stereotype**

Beliefs about the characteristics of a group.

**Strategic Constituency**

Any group of people with a stake in the organisation's operation or success.

**Stress**

Behavioural, physical or psychological response to stressors.

**Stressful Life Events**

Life events that disrupt daily routines and social relationships.

**Stressors**

Environmental factors that produce stress.

**Style**

A preferred way or habitual pattern of doing something.

**Substitutes for Leadership**

Situational variables that can substitute for, neutralise or enhance the effects of leadership.

**Superleader**

Someone who leads others to lead themselves.

**Symbolic Interactionism**

Subjective interpretation of the world around us through interacting in this world.

**Symptom Management Strategy**

Coping strategy that focuses on reducing the symptoms of stress.

**Systems Theory**

Every element is a subsystem of a larger system and every system is composed of subsystems, depending on each other and on the whole.

**Task Roles**

Task-oriented group behaviour.

**Task Structure**

Amount of structure contained within work tasks.

**Team Building**

Experiential learning aimed at better internal functioning of groups.

**Team Viability**

Team members satisfied and willing to contribute.

**Team**

Small group with complementary skills who hold themselves mutually accountable for common purpose, goals and approach.

**Technology**

Collective instruments used to do the work in organisations.

**Telecommuting**

Doing work that is generally performed in the office away from the office using different information technologies.

**Terminal Values**

Represent desirable goals or end-states of existence a person wants to reach during his/her life.

**Theorist**

Learning style preferring learning by abstract conceptualisation.

**Theory Y**

McGregor's modern and positive assumptions about employees being responsible and creative.

**Theory**

A story defining key terms, providing a conceptual framework and explaining why something occurs.

**Thinking**

Preference for judging based on a logical, objective and impersonal process.

**Total Quality Management**

An organisational culture dedicated to training, continuous improvement and customer satisfaction.

**Transactional Leadership**

Focuses on interpersonal interactions between managers and employees.

**Trust**

Reciprocal faith in other's intentions and behaviour.

**Type A Behaviour Syndrome**

Aggressively involved in a chronic, determined struggle to accomplish more in less time.

**Unaided-analytic**

Analysis is limited to processing information in one's mind.

**Unity of Command**

Each employee should report to a single manager.

**Upward Feedback**

Subordinates evaluate their boss.

**Utilitarianism**

Considering certain principles and balancing the consequences.

**Valence**

The value of a reward or outcome.

**Value System**

A ranking of a person's values according to their intensity or importance.

**Values**

Standards or criteria for choosing goals and guiding actions that are relatively enduring and stable over time.

**Verbaliser**

Cognitive style characterised by representing information through verbal thinking.

**Vertical Specialisation**

Determines who takes responsibility and who has decision-making power in the organisation.

**Virtual Organisation**

Geographically dispersed people accomplishing tasks together thanks to modern information technology.

**Virtual Team**

Information technology allows group members in different locations to conduct business.

**Wholist**

Cognitive style characterised by processing information in a whole.

**Withdrawal Cognitions**

Overall thoughts and feelings about quitting a job.

**Work values**

Refer to what a person wants out of work in general.

**Written Communication**

Verbal communication that is written.

**16 PF Model**

16 traits or factors representing personality according to Cattell.

**360-degree Feedback**

Comparison of anonymous feedback from one's superior, subordinates and peers, with one's self-perceptions.