Chapter 1 – The field of Organizational Behavior

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| Baby boom generation | The generation of children born in the economic boom period following World War II.  |
| Behavioral sciences | Fields such as psychology and sociology that seek knowledge of human behavior and society though the use of the scientific method  |
| Bureaucracy | An organizational design developed by Max Weber that attempts to make organizations operate efficiently by having a clear hierarchy of authority in which people are required to perform well-defined jobs. |
| Child-care facilities | Sites at or near company locations where parents can leave their children while they are working.  |
| Classical organizational theory | An early approach to the study of management that focused on the most efficient way of structuring organizations.  |
| Compressed workweek | The practice of working fewer days each week, but longer hours each day (.g. for 10-hour days). |
| Contingency approach | A perspective suggesting that organizational behavior is affected by a large number of interacting factors. How someone will behave is said to be contingent on many different variables at once. |
| Contingent workforce | People hired by organizations temporarily, to work as needed for finite periods of time.  |
| Convergence hypothesis | A biased approach to the study of management, which assumes that principles of good management are universal, and that ones that work well in the U.S. will apply equally well in other nations. |
| Core competency | An organization’s key capability, what it does best. |
| Culture | The set of values, customs, and beliefs that people have in common with other members of a social unit (e.g. a nation). |
| Culture shock | The tendency for people to become confused and disoriented as they attempt to adjust to new culture. |
| Divergence hypothesis | The approach to the study of management which recognizes that knowing how to manage most effectively requires clear understanding of the culture in which people work.  |
| Division of labor | The practice of dividing work into specialized tasks that enable people to specialize in what they do best. |
| Downsizing | The process of adjusting the number of employees needed to work in newly designed organizations (also known as rightsizing)  |
| Elder-care facilities  | Facilities at which employees at work can leave elderly relatives for whom they are responsible (such as parents and grandparents).  |
| Engagement | A mutual commitment between employers and employees to do things to help one another achieve each other’s goals and aspirations. |
| Expatriates (expats)  | People who are citizens of one country, but who live and work in another country. |
| Flextime programs | Policies that give employees some secretion over when they can arrive at and leave work, thereby making it easier to adapt their work schedules to the demands of their personal lives. |
| Globalization | The process of interconnecting the world’s people with respect to the cultural, economic, political, technological and environmental aspects of their lives. |
| Hawthorne effect | The tendency for people being studied to behave differently than they ordinarily would. |
| Hawthorne studies | The earliest systematic research in the field of OB, this work was performed to determine how the design of work environments affected performance.  |
| Human relations movement | A perspective on organizational behavior that rejects the primarily economic orientation of scientific management and recognizes, instead, the importance of social processes in work settings. |
| Idiosyncratic work arrangements (i-deals)Information | Uniquely customized agreements negotiated between individual employees and their employers with respect to employment terms benefiting each party. |
| informate  | The process by which workers manipulate objects by “inserting data” between themselves and those objects. |
| Job sharing | A form of regular part-time work in which two or more employees assume the duties of a single job, splitting its responsibilities, salary and benefits in proportion to the time worked.  |
| Multinational enterprises (MNE’s) | Organizations that have significant operations spread throughout various nations but are headquartered in a single nation. |
| Open systems | Self-sustaining systems that transform input from the external environment into output, which the system then returns to the environment. |
| Organization | A structured social system consisting of groups and individuals working together to meet some agreed-upon objectives. |
| Organizational behavior | The field that seeks to understand individual, group and organizational processes in the workplace. |
| Outsourcing | The process of eliminating those parts of organizations that focus on noncore sectors of the business (i.e. tasks that are peripheral to the organization), and hiring outside firms to perform these functions instead. |
| Personal support policies | Widely varied practices that help employees meet the demands of their family lives, freeing them to concentrate on their work.  |
| Repatriation | The process of readjusting to one’s own culture after spending time away from it. |
| Rightsizing | See downsizing  |
| Scientific management | An early approach to management and organizational behavior emphasizing the importance of designing jobs as efficiently as possible. |
| Telecommuting (teleworking) | The practice of using communications technology to perform work from remote locations, such as one’s home. |
| Theory X | A traditional philosophy of management suggesting that most people are lazy and irresponsible, and will work hard only when forced to do so. |
| Theory Y | A philosophy of management suggesting that under the right circumstances, people are fully capable of working productively and accepting responsibility for their work.  |
| Time-and-motion study | A type of applied research designed to classify and streamline the individual movements needed to perform jobs with the intend of finding “the one best way” to perform them”. |
| Virtual organization | A highly flexible, temporary organization formed by a group of companies that join forces to exploit a specific opportunity.  |
| Voluntary reduced work time (V-time) programs | Programs that allow employees to reduce the amount of time they work by a certain amount (typically 10 or 20 percent), with a proportional reduction in pay.  |