

OB DEFINITIONS

CHAPTER 1:

Organizational Behaviour: A field of study that investigates the impact of individuals, groups, and structure on behaviour within organizations; the aim is to apply such knowledge toward improving organizational effectiveness. (Page 4)

Organization: A consciously coordinated social unit, composed of a group of people, that functions on a relatively continuous basis to achieve a common goal or set of goals. (Page 5)

Empowerment: Giving employees responsibility for what they do. (Page 7)

Ethics: The study of moral values or principles that guide our behaviour, and inform us whether actions are right or wrong. (Page 8)

Workforce Diversity: The heterogeneity of workers in organizations in terms of gender, race, ethnicity, disability, sexual preference, and age, as well as background characteristics such as education, income, and training. (Page 9)

Productivity: A performance measure including effectiveness and efficiency. (Page 11)

Effectiveness: Achievement of goals. (Page 11)

Efficiency: The ratio of effective work output to the input required to produce the work. (Page 11)

Absenteeism: Failure to report to work. (Page 12)

Turnover: Voluntary and involuntary permanent withdrawal from the organization. (Page 12)

Organizational citizenship behaviour (OCB): Discretionary behaviour that is not part of an employee's formal job requirements, but that nevertheless promotes the effective functioning of the organization. (Page 13)

Systematic study: The examination of behaviour in order to draw conclusions, based on scientific evidence, about causes and effects in relationships. (Page 18)

Contingency Approach: Considers behaviour within the context in which it occurs. (Page 19)

Organizational commitment: An employee's emotional attachment to the organization, resulting in identification and involvement with the organization. (Pg19)

CHAPTER 2:

Perception: A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. (Page 34)

Attribution theory: When individuals observe behaviour, they attempt to determine whether it is internally or externally caused. (Page 37)

Distinctiveness: Asks whether the individual does the same thing in other situations. (Page 38)

Consensus: Asks whether everyone in a similar situation acts the same way. (Page 38)

Consistency: Asks whether the individual has been acting the same way over a long period of time. (Page 38)

Fundamental attribution error: The tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behaviour of others. (Page 39)

Self-serving bias: The tendency for individuals to attribute their own successes to internal factors while putting the blame for failures on external factors. (Page 39)

Selective perception: People selectively interpret what they see based on their interests, background, experience, and attributes. (Page 39)

Halo Effect: Drawing a general impression about an individual based on a single characteristic. (Page 40)

Contrast Effects: A person's evaluation is affected by comparisons with other individuals recently encountered. (Page 40)

Projection: Attributing one's own characteristics to other people. (Page 40)

Stereotyping: Judging someone on the basis of your perception of the group to which that person belongs. (Page 40)

Personality: The stable patterns of behaviour and consistent internal states that determine how an individual reacts to and interacts with others. (Page 43)

Personality traits: Enduring characteristics that describe an individual's behaviour. (Page 45)

Myers-Briggs Type Indicator (MBTI): A personality test that taps four characteristics and classifies people into 1 of 16 personality types. (Page 45)

Extroversion: Describes someone who is sociable, talkative, and assertive. (Page 47)

Agreeableness: Describes someone who is good-natured, cooperative, and trusting. (Pg 47)

Conscientiousness: Describes someone who is responsible, dependable, persistent, and achievement-oriented. (Page 47)

Emotional stability: Describes someone as calm, enthusiastic, and secure.

Openness to experience: Describes someone in terms of imaginativeness, artistic sensitivity, and intellectualism. (Page 47)

Internals: Individuals who believe that they control what happens to them. (Page 48)

Externals: Individuals who believe that what happens to them is controlled by outside forces such as luck or chance. (Page 48)

Locus of control: The degree to which people believe they are in control of their own fate. (Page 48)

Machiavellianism: Degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means. (Page 49)

Self-esteem: Individuals' degree of liking or disliking of themselves. (Page 49)

Self-monitoring: A personality trait that measures an individual's ability to adjust behaviour to external situational factors. (Page 50)

Risk-taking: Refers to a person's willingness to take chances or take risks. (Page 50)

Type A personality: A personality with aggressive involvement in a chronic, incessant struggle to achieve more and more in less and less time and, if necessary, against the opposing efforts of other things or other people. (Page 51)

Personality-job fit theory: Identifies six personality types and proposes that the fit between personality type and occupational environment determines satisfaction and turnover. (Page 54)

Affect: A broad range of feelings that people experience. (Page 57)

Emotions: Intense feelings that are directed at someone or something. (Page 57)

Moods: Feelings that tend to be less intense than emotions and that lack a contextual stimulus. (Page 57)

Emotional labour: When an employee expresses organizationally desired emotions during interpersonal interactions. (Page 57)

Felt Emotions: An individual's actual emotions. (Page 58)

Displayed emotions: Emotions that are organizationally required and considered appropriate in a given job. (Page 58)

Emotional intelligence: An assortment of noncognitive skills, capabilities, and competencies

that influence a person's ability to succeed in coping with environmental demands and pressures. (Page 60)

Employee deviance: Voluntary actions that violate established norms and that threaten the organization, its members, or both. (Page 60)

CHAPTER 3:

Values: Concepts or beliefs that guide how we make decisions about and evaluations of behaviours and events.

Value system: A hierarchy based on a ranking of an individual's values in terms of their intensity. (Page 82)

Terminal values: Goals that individuals would like to achieve during their lifetime.

Instrumental values: Preferable ways of behaving. (Page 82)

Ethics: the study of moral values or principles that guide our behaviour and inform us whether actions are right or wrong.

Organizational citizenship behaviour: Discretionary behaviour that is not part of an employee's formal job requirements, but that nevertheless promotes the effective functioning of the organization.

How employees can express dissatisfaction:

- **Exit:** Dissatisfaction expressed by actively attempting to leaving the organization
- **Voice:** Dissatisfaction expressed by actively and constructively attempting to improve conditions
- **Loyalty:** Dissatisfaction expressed by passively waiting for conditions to improve
- **Neglect:** Dissatisfaction expressed by passively allowing conditions to worsen.

Organizational commitment: A state i which an employee identifies with a particular organization and its foals, and wishes to maintain membership in the organization

Affective commitment: An individual's emotional attachment to, identification with, and involvement in the organization.

Normative commitment: The obligation an individual feels to staying with the organization.

Continuance commitment: An individual's calculation to stay with the organization based on the perceived costs of leaving the organization.

Culture intelligence: The ability to understand someone's unfamiliar and ambiguous gestures in the same way as would people from his or her culture.

CHAPTER 4:

Motivation: The processes that account for an individual's intensity, direction, and persistence of effort toward obtaining a goal. (Page 122)

Theory X: The assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform. (Page 122)

Theory Y: The assumption that employees like work, are creative, seek responsibility, and can exercise self-direction. (Page 122)

Intrinsic motivators: A person's internal desire to do something, due to such things as interest, challenge, and personal satisfaction. (Page 122)

Extrinsic motivators: Motivation that comes from outside the person, such as pay, bonuses, and other tangible rewards. (Page 122)

Expectancy theory: The strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. (Page 127)

Expectancy: The belief that effort leads to performance. (Page 128)

Instrumentality: The belief that performance is related to rewards. (Page 128)

Valence: The value or importance an individual places on a reward. (Page 128)

Goal-setting theory: The theory that specific and difficult goals lead to higher performance. (Page 129)

Management by objectives (MBO): A program that encompasses specific goals, participatively set, for an explicit time period, with feedback on goal progress. (Page 130)

Equity theory: Individuals compare their job inputs and outcomes with those of others and then respond so as to eliminate any inequities. (Page 132)

Distributive justice: Perceived fairness of the amount and allocation of rewards among individuals. (Page 135)

Procedural justice: The perceived fairness of the process used to determine the distribution

of rewards. (Page 135)

Interactional justice: The quality of the interpersonal treatment received from another. (Page 135)

Variable-pay programs: A portion of an employee's pay is based on some individual and/or organizational measure of performance. (Page 137)

Piece-rate pay plans: Workers are paid a fixed sum for each unit of production completed. (Page 138)

Gainsharing: An incentive plan where improvements in group productivity determine the total amount of money that is allocated. (Page 139)

Profit-sharing plans: Organization-wide programs that distribute compensation based on some established formula designed around a company's profitability. (Page 139)

Employee stock ownership plans (ESOPs): Company-established benefit plans in which employees acquire stock as part of their benefits. (Page 140)

Skill-based pay: Pay levels are based on how many skills employees have or how many jobs they can do. (Page 145)

Cognitive evaluation theory: Allocating extrinsic rewards for behaviour that had been previously intrinsically rewarded tends to decrease the overall level of motivation. (Page 153)

CHAPTER 5: MOTIVATION IN ACTION

Variable-pay program: A reward program in which a portion of an employees pay is based on some individual and/or organizational measure of performance.

Piece-rate pay plan: An individual-based incentive plan in which employees are paid a fixed sum for each unit of production completed.

Gainsharing: A group-based incentive plan in which improvements in group productivity determine the total amount of money to be shared.

Profit-sharing plan: An organization-wide plan in which the employer shares profits with employees based on a predetermined formula.

Employee stock ownership plan: A company-established benefit plan in which employees acquire stock as part of their benefits.

Skill-based pay: Pay based on how many skills an employee has or how many jobs he or she can do.

Job design: How tasks are assigned to form a job.

Job rotation: The periodic shifting of an employee from one task to another.

Job enlargement: The horizontal expansion of jobs.

Job characteristics model: A model that identifies five core job dimensions and their relationship to personal and work outcomes.

Job enrichment: The vertical expansion of jobs.

Skill variety: The degree to which the job requires a variety of different activities

Task Identity: The degree to which the job requires completion of a whole and identifiable piece of work.

Task significance: The degree to which the job has a substantial impact on the lives or work of other people

Autonomy: The degree to which the job provides substantial freedom and discretion to the individual in scheduling work and in determining the procedures to be used in carrying it out

Feedback: The degree to which carrying out the work activities required by a job results in the individual obtaining direct and clear information about the effectiveness of his or her performance

Motivational Potential Score (MPS): A predictive index suggesting the motivational potential in a job

Compressed Workweek: A four-day week, with employees working 10 hours a day; or nine days of work over two weeks

Flextime: Employees work during a common core period each day but have discretion in forming their total workday from a flexible set of hours outside the core

Job sharing: The practice of having two or more people split a 40-hour-a-week job

Telecommuting: Employees do their work at home on a computer that is linked to their office

Hotelling: Shared office space, with no individual offices or desks

Career: Evolving sequence of a person's work experience over time

Chapter 6: Groups and Teamwork

Group: Two or more interdependent and interacting individuals, with a stable relationship and a common goal, who perceive themselves to be a group. (Page 176)

Team: Groups that work closely together toward a common objective, and are accountable to

one another. (Page 176)

Total quality management (TQM): A philosophy of management that's driven by the constant attainment of customer satisfaction through the continuous improvement of all organizational processes. (Page 176)

Problem-solving (process-improvement) teams: Groups of 5 to 12 employees from the same department who meet for a few hours each week to discuss ways of improving quality, efficiency, and the work environment. (Page 177)

Quality circle: A work group of employees who meet regularly to discuss their quality problems, investigate causes, recommend solutions, and take corrective actions. (Page 178)

Self-managed (self-directed) work teams: A group of 10 to 15 employees who take on responsibilities of their former managers. (Page 179)

Cross-functional (project) teams: Employees from about the same hierarchical level, but from different work areas, who come together to accomplish a task. (Page 180)

Task force: A temporary cross-functional team.

Committee: Groups composed of members from across departmental lines. (Page 181)

Virtual teams: Teams that use computer technology to tie together physically dispersed members in order to achieve a common goal. (Page 181)

Role: A set of expected behaviour patterns attributed to someone occupying a given position in a social unit. (Page 183)

Role identity: Certain attitudes and behaviours consistent with a role. (Page 184)

Role perception: An individual's view of how he or she is supposed to act in a given situation. (Page 184)

Role expectations: How others believe a person should act in a given situation. (Page 184)

Psychological contract: An unwritten agreement that sets out what management expects from the employee, and vice versa. (Page 184)

Role Conflict: A situation in which an individual is confronted by divergent role expectations. (Page 185)

Norms: Acceptable standards of behaviour within a group that are shared by the group's members. (Page 185)

Reference groups: Important groups to which individuals belong or hope to belong and with whose norms individuals are likely to conform. (Page 187)

Conformity: Adjusting your behaviour to align with the norms of the group. (Page 187)

Deviant workplace behaviour: Antisocial actions by organizational members that intentionally violate established norms and that result in negative consequences for the organization, its members, or both. (Page 188)

Status: A socially defined position or rank given to groups or group members by others. (Page 189)

Forming: The first stage in group development, characterized by much uncertainty. (Page 191)

Storming: The second stage in group development, characterized by intragroup conflict. (Page 191)

Norming: The third stage in group development, characterized by close relationships and cohesiveness. (Page 191)

Performing: The fourth stage in group development, when the group is fully functional. (Page 191)

Adjourning: The final stage in group development for temporary groups, characterized by concern with wrapping up activities rather than task performance. (Page 192)

Task-orientated roles: Roles performed by group members to ensure that the tasks of the group are accomplished. (Page 196)

Maintenance roles: Roles performed by group members to maintain good relations within the group. (Page 196)

Individual roles: Roles performed by group members that are not productive for keeping the group on task. (Page 196)

Cohesiveness: Degree to which team members are attracted to each other and are motivated to stay on the team. (Page 201)

Social loafing: The tendency for individuals to expend less effort when working collectively than when working individually. (Page 202)

CHAPTER 7: COMMUNICATION

Communication: The transfer and understanding of meaning. (Page 226)

Encoding: Converting a message to symbolic form. (Page 227)

Decoding: Retranslating a sender's message. (Page 227)

Message: What is communicated. (Page 227)

Channel: The medium through which a message travels. (Page 228)

Communication apprehension: Undue tension and anxiety about oral communication, written communication, or both. (Page 228)

Channel richness: The amount of information that can be transmitted during a communication episode. (Page 228)

Feedback loop: The final link in the communication process; puts the message back into the system as a check against misunderstandings. (Page 229)

Filtering: A sender's manipulation of information so that it will be seen more favourably by the receiver. (Page 229)

Communication networks: Channels by which information flows. (Page 233)

Formal networks: Task-related communications that follow the authority chain. (Page 233)

Informal network: Communications that flow along social and relational lines. (Page 233)

Grapevine: The organization's informal communication network. (Page 233)

Mechanisms: Practices designed to reinforce your message and enable people to carry it out. (Page 235)

Nonverbal communications: Messages conveyed through body movements, facial expressions, and the physical distance between the sender and the receiver. (Page 235)

Kinesics: The study of body motions, such as gestures, facial configurations, and other movements of the body. (Page 236)

Proxemics: The study of physical space in interpersonal relationships. (Page 237)

High-context cultures: Cultures that rely heavily on nonverbal and subtle situational cues in communication. (Page 239)

Low-context cultures: Cultures that rely heavily on words to convey meaning in communication. (Page 239)

CHAPTER 8: POWER AND POLITICS

Power: a capacity that A has to influence the behavior of B so that B acts in accordance with A's wishes

Dependency: B's relationship to A when A possesses something that B requires

Coercive Power: Power that is based on fear

Reward Power: Power that achieves compliance based on the ability to distribute rewards that others view as valuable

Legitimate Power: The power a person receives as a result of his or her position in the formal hierarchy of the organization

Expert Power: Influence based on special skills or knowledge

Referent Power: Influence based on possession by an individual of a desirable resources or personal trait

Power Tactics: Ways in which individuals translate power bases into specific actions

Empowerment: The freedom and the ability of employees to make decisions and commitments

Job Content: The tasks and procedures necessary for carrying out a particular job

Job Context: The reason for the job and the setting in which it is done

Coalition: The one or more individuals who combine their power to push for or support their demands

Sexual Harassment: Unwelcome behavior of a sexual nature in the workplace that negatively affects the work environment or leads to adverse job-related consequences for the employee

Political Behavior: Those activities that influence or attempt to influence, the distribution of advantages and disadvantages within the organization

Impression Management: The process by which individuals attempt to control the impression others forms of them

CHAPTER 9: CONFLICT AND NEGOTIATION

Conflict: A process that begins when one party perceives that another party has negatively affected, or is about to negatively affected, something that the first party cares about. (Page 296)

Intentions: Decisions to act in a given way in a situation. (Page 299)

Behaviours; Statements, actions, and reactions by an individual. (Page 301)

Functional conflict: Conflict that supports the goals of the group and improves its performance. (Page 302)

Dysfunctional conflict: Conflict that hinders group performance. (Page 302)

Cognitive conflict: Conflict related to differences in perspectives and judgments. (Page 304)

Affective conflict: Emotional conflict aimed at a person rather than an issue. (Page 304)

Negotiation: A process in which two or more parties exchange goods or services and try to agree upon the exchange rate for them. (Page 305)

Distributive bargaining: Negotiation that seeks to divide up a fixed amount of resources; a win-lose situation. (Page 306)

Integrative bargaining: Negotiation that seeks one or more settlements that can create a win-win solution. (Page 306)

BATNA: The best alternative to a negotiated agreement; the lowest acceptable value to an individual for a negotiated agreement. (Page 307)

Conciliator: A trusted third party who provides an informal communication link between the negotiator and the opponent. (Page 311)

Mediator: A neutral third party who facilitates a negotiated solution by using reasoning, persuasion, and suggestions for alternatives. (Page 312)

Arbitrator: A third party to a negotiation who has the authority to dictate an agreement. (Page 313)

CHAPTER 10: ORGANIZATIONAL CULTURE

Artifacts: Aspects of an organization's culture that you see, hear, and feel

Beliefs: The understandings of how objects and ideas relate to each other.

Values: The stable, long-lasting beliefs about what is important.

Assumptions: The taken-for-granted notions of how something should be in an organization

Rituals: Repetitive Sequences of activities that express and reinforce the key values of the organization; what goals are most important; and which people are important, and which are expendable

Strong Culture: Culture where the core values are intensely held and widely shared

Dominant Culture: A system of shared meaning that expresses the core values shared by a majority of the organization's members

Subcultures: Minicultures within an organization, typically defined by department designations and geographical separation

Core Values: The primary, or dominant, values that are accepted throughout the organization

Socialization: The process that adapts employees to the organization's culture

Preadvival Stage: The period of learning in the socialization process that occurs before a new employee joins the organization

Encounter Stage: The Stage in the socialization process in which a new employee sees what the organization is really like and confronts the possibility that expectations and reality may diverge.

Metamorphosis Stage: The stage in the socialization process in which a new employee adjusts to the work group's values and norms

CHAPTER 11: LEADERSHIP

Trait Theories of Leadership: Theories that sought personality, social, physical, or intellectual traits that differentiated leaders from non-leaders

Behavioral Theories of leadership: Theories proposing that specific behaviors differentiate leaders from non-leaders

Initiating Structure: the extent to which a leader is likely to define and structure his or her role and those of employees in the search for goal attainment

Consideration: The extent to which a leader is likely to have job relationships characterized by mutual trust, respect for employees' ideas, and regard for their feelings

Employee Oriented Leader: A leader who emphasizes interpersonal relations

Production Oriented Leader: A leader who emphasizes the technical or task aspects of the job

Managerial Grid: A 9-by-9 matrix outlining 81 different leadership styles

Situational, or Contingency Theories: Theories that note the importance of considering the context within which leadership occurs

Fiedler contingency Model: Model proposing that effective group performance depends upon the proper match between the leader's style and the degree to which the situation gives control to the leader

Situational Leadership Theory (SLT): Theory essentially views the leader-follower relationship as analogous to that between a parent and a child

Path-goal Theory: The theory that a leader's behavior is acceptable to the employees insofar as they view it as a source of either immediate or future satisfaction

Transactional Leaders: Leaders who guide or motivate their followers in the direction of established goals by clarifying the role and task requirements.

Transformational Leaders: Leaders who provide individualized consideration and intellectual stimulation, and who possess charisma

Charismatic Leadership: Leadership that critically examines the status quo with a view to developing and articulating future strategic goals or vision for the organization, and then leading the organizational members to achieve these goals through empowering strategies.

Empowerment: Giving Employees responsibility for what they do

CHAPTER 12: DECISION MAKING, CREATIVITY, ETHICS

Decisions: The choices made from two or more alternatives

Rational: Refers to choices that are consistent and value maximizing

Rational Decision-Making Model: A decision-making model that describes how individuals should behave in order to maximize some outcome

Bounded Rationality: Limitations on a person's ability to interpret, process, and act on information

Satisfice: A decision model that relies on solutions that are both satisfactory and sufficient

Intuitive Decision Making: A subconscious process created out of distilled experience

Framing: Error in judgment arising from the selective use of perspective (that is, the way in which a set of ideas, facts, or information is presented) that alters the way we view a situation in forming a decision

Heuristics: Judgment shortcuts in decision making

Statistical Regression from the Mean: The statistical observation that very good performances and very poor performances are followed by their opposite, resulting in a record of average performances over time

Availability Heuristic: The tendency for people to base their judgments on the information that is readily available to them

Representative Heuristic: Assessing the likelihood of an occurrence by drawing analogies and seeing identical situations where they don't exist

Ignoring the Base Rate: Error in judgment that occurs when someone ignores the statistical likelihood of an event in making a decision

Escalation of commitment: An increased commitment to a previous decision despite negative information

Groupthink: Phenomenon in which the norm for consensus overrides the realistic appraisal of alternative course of action

Groupshift: The phenomenon in which the initial positions of individual members of a group are exaggerated toward a more extreme position

Interactive Groups: Typical groups, where members interact with each other face to face

Brainstorming: An idea-generation process that specifically encourages any and all alternatives, while withholding any criticism of those alternatives

Nominal Group Technique: A group decision making method in which individual members meet face to face to pool their judgments in a systematic but independent fashion

Electronic Meeting: A meeting where members interact on computers, allowing for anonymity of comments and aggregating of votes

Leader-participation Model: A leadership theory that provides a set of rules to determine the form and amount of participative decision making in situations

Creativity: The process of creating products, ideas, or procedures that are novel or original, and are potentially relevant or useful to an organization

Utilitarianism: Decision are made so as to provide the greatest good for the greatest number

Stages of moral development: An assessment of a person's capacity to judge what is morally right

CHAPTER 13: ORGANIZATIONAL STRUCTURE

Organizational structure: How job tasks are formally divided, grouped, and coordinated

Work Specialization: The degree to which tasks in the organization are subdivided into separate jobs

Departmentalization: The basis on which jobs are grouped together

Chain of Command: The unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom

Span of Control: The number of employees a manager can efficiently and effectively direct

Centralization: The degree to which decision-making is concentrated at a single point in the organization

Decentralization: Decision discretion is pushed down to the lower-level employees

Formalization: The degree to which jobs within the organization are standardized

Mechanistic Model: A structure characterized by extensive departmentalization, high formalization, a limited information network, and centralization

Organic Model: A structure that is flat, uses cross-hierarchical and cross-functional teams, has low formalization, possesses a comprehensive information network, and relief on participative decision making

Simple Structure: A structure characterized by a low degree of departmentalization, wide spans of control, authority centralized in a single person, and little formalization

Bureaucracy: A structure with highly routine operating tasks achieved through specialization, very formalized rules and regulation, tasks that are grouped into functional departments, centralized authority, narrow spans of control, and decision making that follows the chain of command

Matrix Structure: A structure that creates dual lines of authority; combines functional and product departmentalization

Team structure: The use of teams as the central device to coordinate work activities

Modular Organization: A small core organization that outsources major business functions

Virtual Organization: A continually evolving network of independent companies – suppliers, customers, even competitors – linked together to share skills, costs, and access to one another's markets

Boundaryless Organization: An organization that seeks to eliminate the chain of command, have limitless spans of control, and replace departments with empowered teams

Innovation Strategy: A strategy that emphasizes the introduction of major new products and services

Cost-Minimizing Strategy: A strategy that emphasizes tight cost controls, avoidance of unnecessary innovation or marketing expenses, and price cutting

Imitation Strategy: A strategy that seeks to move into new products or new markets only after their viability has already been proven

Technology: The way in which an organization transfers its inputs into outputs

CHAPTER 14: ORGANIZATIONAL CHANGE

Planned Change: Change as an intentional and goal oriented activity

First-order Change: Change that is linear and continuous

Second-order Change: Change that is multidimensional, multilevel, discontinuous, and radical

Total Quality Management (TQM): A philosophy of management that is driven by the constant attainment of customer satisfaction through the continuous improvement of all organizational processes

Re-engineering: A fundamental rethinking and redesign of process to create a dramatic improvement in product

Distinctive Competencies: Define what an organization delivers better than its competition

Process Value Analysis: Determines to what degree each organizational process adds value to the organization's distinctive competencies

Flexible Manufacturing Systems: Integration of computer-aided design, engineering, and manufacturing to produce low-volume products at mass-production costs

Unfreezing: Change efforts to overcome the pressures of both individual resistance and group conformity

Moving: Efforts to get employees involved in the change process

Refreezing: Stabilizing a change intervention by balancing driving and restraining forces

Driving Forces: Forces that direct behavior away from the status quo

Restraining Forces: Forces that hinder movement away from the status quo