

<p>Advanced Org Mgmt</p> <p><b>Classical Theory of Decision Making</b> Theory of managerial decision making representing an ideal model of decision making, with maximizing outcomes as primary goals.</p>	<p>Advanced Org Mgmt</p> <p><b>Creativity</b> The generation of new ideas.</p>
<p>Advanced Org Mgmt</p> <p><b>Critical Thinking</b> An approach to evaluating a claim that requires thorough analysis of assumptions and reasoning followed by evaluation based on the argument rather than on assertions.</p>	<p>Advanced Org Mgmt</p> <p><b>Decision Making</b> The process through which a manager identifies and solves problems creatively; the process involves making appropriate and rational decisions.</p>
<p>Advanced Org Mgmt</p> <p><b>Innovation</b> The translation of new idea into a new product, services, production method, or organization.</p>	<p>Advanced Org Mgmt</p> <p><b>Maximizing</b> The process of making a decision that is aimed at realizing the best possible outcome on one dimension—seeking the best answer.</p>
<p>Advanced Org Mgmt</p> <p><b>Nonprogrammed Decisions</b> Are decisions that have no precedents and represents situations that have not been dealt with previously, and if so, only a limited basis within the organization.</p>	<p>Advanced Org Mgmt</p> <p><b>Programmed Decisions</b> Programmed decisions are decisions made routinely on a recurring basis and most often not require huge expenditures and are less complex in nature.</p>
<p>Advanced Org Mgmt</p> <p><b>Optimizing</b> Selecting the best alternative from a range of options that have been evaluated within the existing time and price constraints.</p>	<p>Advanced Org Mgmt</p> <p><b>Satisficing</b> Adopting the solution that minimally meetings the objectives, often found in the first acceptable option that arises without extensive study.</p>

<p>Advanced Org Mgmt</p> <p><b>Problem Solving</b></p> <p>A process of identifying a problem, exploring solutions, and testing a solution.</p>	<p>Advanced Org Mgmt</p> <p><b>Scientific Method</b></p> <p>The steps of logical thinking, which include identifying and defining the problem; gathering information about the problem; developing alternative solutions; evaluating alternatives; and choosing an alternative.</p>
<p>Advanced Org Mgmt</p> <p><b>Vroom Model</b></p> <p>The most common decision-making tree, which was developed by Vroom and Yetton. The model helps determine the optimal amount of subordinate participation desired in the decision-making process.</p>	<p>Advanced Org Mgmt</p> <p><b>Contingency Planning</b></p> <p>Developing action plans to help an organization cope with any foreseen events that may arise.</p>
<p>Advanced Org Mgmt</p> <p><b>Ethics</b></p> <p>A code of conduct that governs that behavior of individuals that subscribe to the code; the standards of right and wrong behavior that guide people.</p>	<p>Advanced Org Mgmt</p> <p><b>Gap Analysis</b></p> <p>Measures the gap between perception and reality within the organization as well as between the organization and the broader business environment. A gap analysis might be done on service to customers or internal or external communication.</p>
<p>Advanced Org Mgmt</p> <p><b>Management by Objectives (MBO)</b></p> <p>A systematic approach to planning and controlling activities whereby superiors and those who report to them (subordinates) collaborate on setting objectives. Originated by Pete Drucker.</p>	<p>Advanced Org Mgmt</p> <p><b>Mission</b></p> <p>The most broadly stated objective of an organization; the basic purpose for the organization's existence.</p>
<p>Advanced Org Mgmt</p> <p><b>Objective</b></p> <p>The end results an organization seeks to attain to fulfill the organization's mission.</p>	<p>Advanced Org Mgmt</p> <p><b>Operational Planning</b></p> <p>First-line managers conduct day-to-day activities necessary to achieve longer term tactical and strategic goals.</p>

<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Policy</b></p> <p>A general statement developed by organization management and communicated to managers and supervisors so they can make consistent decisions in handling certain anticipated problems. Policies define the limited within which supervisors must stay as they make decisions.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Procedure</b></p> <p>A set, of sequence, of steps to be followed in performing specific tasks or actions. Procedures specify behavior for managers to follow in making decisions in specific situations.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Rule</b></p> <p>States exactly what is to be done; it allows for no discretion or deviation.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Single-use Plans</b></p> <p>Plans that guide regular activity on an organization. Plans may be in the form of procedure guidelines, calendars, report cycles, documents, or other tools that can guide and direct business routine.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Stakeholders</b></p> <p>All persons whom an organization is dedicated to serve.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Standing-use Plans</b></p> <p>Plans that guide regular activity of an organization. Plans may be in the form of procedure guidelines, calendar, report cycles, documents, or other tools that can guide and direct the business routine.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Strategic Planning</b></p> <p>Establishing long-term goals agreed upon by the entire organization that defines the direction in which the organization will go; establish clear parameters for recognizing and achieving success; and directing a process of continuous adaptation that is within the corporate objectives and resilient to external challenges.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>SWOT Analysis</b></p> <p>Stands for Strength, Weakness, Opportunities, and Threats. A system used to scan the environment and understand the factors that will affect the strategy designed.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Tactical Planning</b></p> <p>Setting short-term goals that show how to achieve that broad objectives specified in the strategic plans. Tactical plans include specific actions to be taken to achieve objectives.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Controlling</b></p> <p>Evaluating performance according to the plans that have been established to ensure that the goals set forth are realized, even if modifications need to be made.</p>

<p>Advanced Org Mgmt</p> <p><b>Aggregate Planning</b></p> <p>Involves making decisions about how the firm's capacity will be used to respond to forecasted sales. Requires the production functions to be considered as a whole.</p>	<p>Advanced Org Mgmt</p> <p><b>Computer-aided Design (CAD)</b></p> <p>A designer conceives and designs parts to meet predetermined specifications using specialized computer systems.</p>
<p>Advanced Org Mgmt</p> <p><b>Computer-aided Manufacturing (CAM)</b></p> <p>A finished design is translated into a set of programmed instructions that are sent electronically to production processing machines, instructing them to perform specific steps in a given order.</p>	<p>Advanced Org Mgmt</p> <p><b>Computer-integrated Manufacturing (CIM)</b></p> <p>Develops production systems to help workers design products, control machines, handle materials, and direct entire manufacturing processes in systematic manner.</p>
<p>Advanced Org Mgmt</p> <p><b>Concurrent Control</b></p> <p>Control that monitors and adjusts ongoing activities and processes in a systematic manner.</p>	<p>Advanced Org Mgmt</p> <p><b>Critical Path Method (CPM)</b></p> <p>The Sequences of events that are the most critical as to timing-the longest path of activities in a system.</p>
<p>Advanced Org Mgmt</p> <p><b>Feedforward (precontrol) Control</b></p> <p>Control that actively anticipates and prevents problems.</p>	<p>Advanced Org Mgmt</p> <p><b>Master Production Schedule (MPS)</b></p> <p>Set detailed schedule for individual end products, facilities, and personnel.</p>
<p>Advanced Org Mgmt</p> <p><b>Program Evaluation and Review Technique (PERT)</b></p> <p>A method for project planning by analyzing the time required for each step. Developed by the U.S. Navy to plan and control the Polaris missile project.</p>	<p>Advanced Org Mgmt</p> <p><b>Quality Circles</b></p> <p>Small groups of employees meeting on a regular basis within an organization to discuss and develop management issues and procedures.</p>

<p>Advanced Org Mgmt</p> <p><b>Quality Control</b></p> <p>A Series of planned measurements designed to verify compliance with all specified quality standards.</p>	<p>Advanced Org Mgmt</p> <p><b>Standard</b></p> <p>An expected level of performance. A standard must be specific and measurable.</p>
<p>Advanced Org Mgmt</p> <p><b>Affective Domain</b></p> <p>Dimension in which learning is indicated by emotions, feelings or expressions.</p>	<p>Advanced Org Mgmt</p> <p><b>Assessment</b></p> <p>The collection of data and relevant information about a particular program</p>
<p>Advanced Org Mgmt</p> <p><b>Classical Conditioning</b></p> <p>Theory that refers to the learning that has occurred when a living organism responds to a stimulus that would normally not produce such a response</p>	<p>Advanced Org Mgmt</p> <p><b>Coaching</b></p> <p>A trainer serves as coach in one-on-one situations with an employee being trained.</p>
<p>Advanced Org Mgmt</p> <p><b>Cognitive Domain</b></p> <p>Dimension or domain in which the thinking and knowledge skills most associated with the learning process occur.</p>	<p>Advanced Org Mgmt</p> <p><b>Cognitive Learning</b></p> <p>Focuses on examining how people pursue desired goals, interpret work tasks as opportunities to satisfy desires, and reduce perceived inequities.</p>
<p>Advanced Org Mgmt</p> <p><b>Development</b></p> <p>Planned organizational activities that involve individual employees, teams of the entire organization in expending their capacities to meet future opportunities and challenges.</p>	<p>Advanced Org Mgmt</p> <p><b>Distributed Practice</b></p> <p>Learning episodes are spread across several practice sessions.</p>

<p>Advanced Org Mgmt</p> <p><b>Evaluation</b></p> <p>The combination of assessment with a judgment about the effectiveness of a program.</p>	<p>Advanced Org Mgmt</p> <p><b>Feedback</b></p> <p>Information about how a learner is performing; necessary for both learning and motivation.</p>
<p>Advanced Org Mgmt</p> <p><b>Learning</b></p> <p>As any relatively permanent change in behavior that occurs as a result of practice and experience.</p>	<p>Advanced Org Mgmt</p> <p><b>Learning Curve</b></p> <p>The course of learning that most people tend to follow; depicts how behavioral changes occur.</p>
<p>Management</p> <p><b>Massed Practice</b></p> <p>Learner attempts to learn everything in one session; also known as cramming.</p>	<p>Management</p> <p><b>Mentoring</b></p> <p>An experienced member of an organization coaches, guides, and counsels newer members.</p>
<p>Advanced Org Mgmt</p> <p><b>One-the-Job Training</b></p> <p>The use of the actual work site as the setting for instructing workers while also engaging in productive work.</p>	<p>Advanced Org Mgmt</p> <p><b>Operant Conditioning</b></p> <p>Theory that holds that behavioral results from its consequences. Also known as the law of effect founded by B. F. Skinner.</p>
<p>Advanced Org Mgmt</p> <p><b>Orientation</b></p> <p>Initial introduction of a new or transferred employee to work itself, the organization and its rules, other members of the organization, and the organization's goals.</p>	<p>Advanced Org Mgmt</p> <p><b>Overlearning</b></p> <p>Repeated practice even after the task has been mastered.</p>

<p>Advanced Org Mgmt</p> <p><b>Psychomotor domain</b></p> <p>Learning is expressed by the actual performance of specific acts and the capability of operating equipment and technology by moving and manipulating various levers and devices.</p>	<p>Advanced Org Mgmt</p> <p><b>Reinforcement</b></p> <p>Providing incentive when the learner has attained a specified level of performance. The two primary types are continuous and intermittent reinforcement.</p>
<p>Advanced Org Mgmt</p> <p><b>Social Learning</b></p> <p>Theory that people can learn by observation and direct experience.</p>	<p>Advanced Org Mgmt</p> <p><b>Training</b></p> <p>The process of providing the opportunity for individuals to acquire knowledge, skills, and attitudes requires in their present jobs.</p>
<p>Advanced Org Mgmt</p> <p><b>Correlation</b></p> <p>Shows the extent to which the change in one factor relates to the change in another factor. A positive correlation occurs when an increase in one factor occurs when an increase in one factor occurs with the increase in another factor. A negative correlation occurs when the increase in one factor occurs when an increase in one factor occurs with the decrease in another factor.</p>	<p>Advanced Org Mgmt</p> <p><b>Data</b></p> <p>Information that has been gathered.</p>
<p>Advanced Org Mgmt</p> <p><b>Data Set</b></p> <p>Groups of similar data.</p>	<p>Advanced Org Mgmt</p> <p><b>Interjudge Reliability</b></p> <p>Checking observational data by having more than one trained observer collect observations.</p>
<p>Advanced Org Mgmt</p> <p><b>Interval Scale</b></p> <p>Measures the intervals of differences between data.</p>	<p>Advanced Org Mgmt</p> <p><b>Market Analysis</b></p> <p>The systematic gathering, recording, and analyzing of data about marketing problems towards the goal of providing information useful in marketing decision making. Also known as market research.</p>

<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Mean</b></p> <p>The average, determined by totaling all the data and then dividing by the number of pieces of data.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Median</b></p> <p>The middle score in a set of scores, or middle data in a set of data.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Measures of Central Tendency</b></p> <p>Measures that show the average, the most common number, and the middle data (called the mean, median, and mode, respectively).</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Measures of Variability</b></p> <p>Measures that show the extent to which production varies from one day to another. The common measures of variability are the range and standard deviation.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Mode</b></p> <p>The most common score; often near the middle.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Nominal Scale</b></p> <p>Puts each piece of information into a category of class.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Objective Data</b></p> <p>Include factor such as the number of events; measure of time and money; and descriptive qualities like color, size, and shape.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Ordinal Scale</b></p> <p>Uses a single dimension like “most to least sales” to rank the data on the scales. Can be used best to show the relative quality based on the customer’s perception.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Probability</b></p> <p>The likelihood, or chance, of a certain event occurring.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Range</b></p> <p>In a set of data, the difference between the highest and the lowest pieces of data.</p>

<p>Advanced Org Mgmt</p> <p><b>Bureaucratic Knowledge</b> Knowing how to file reports and knowing the procedures and policies of all manner of managerial activities.</p>	<p>Advanced Org Mgmt</p> <p><b>Chain of Command</b> The organizational design for the flow of communications and decision making.</p>
<p>Advanced Org Mgmt</p> <p><b>Classical Organizational Theory</b> Theory that divides organizations into functions with a pyramid-like chain of command, a span of control, and a distinction between line and staff workers.</p>	<p>Advanced Org Mgmt</p> <p><b>Coercive Power</b> Power that stems from a leader's ability to mete out negative consequences or remove positive consequences for not performance desired behavior. Coercive power results from others' perceptions.</p>
<p>Management</p> <p><b>Contemporary Organizational Theory</b> Theory that looks at the organization as a system composed of people, formal structures, small groups, roles, and physical environment.</p>	<p>Management</p> <p><b>Delegation</b> The process by which authority is distributed downward in an organization.</p>
<p>Advanced Org Mgmt</p> <p><b>Empowerment</b> An extension of delegation in which the power and responsibility for relevant decision making is extended to the employee without supervisory direction or oversight.</p>	<p>Advanced Org Mgmt</p> <p><b>Expert Power</b> Informational power resulting from a leader's special knowledge of skills associated with the task being performed by subordinates.</p>
<p>Advanced Org Mgmt</p> <p><b>Formal Leaders</b> Leaders who rely on organization authority or status to influence people.</p>	<p>Advanced Org Mgmt</p> <p><b>Informal Leaders</b> Leaders who rely on their own abilities to influence others; they lack the official support of the formal structure.</p>

<p>Advanced Org Mgmt</p> <p><b>Leadership</b></p> <p>The exercise of influence by one person over another in such a way that the follower behaves as the leader directs.</p>	<p>Advanced Org Mgmt</p> <p><b>Legitimate Power</b></p> <p>Power that comes from holding a formal management position in an organization.</p>
<p>Advanced Org Mgmt</p> <p><b>Neoclassical Organizational Theory</b></p> <p>Theory stating that an effective organization follows the workflow and productivity of the classical organization; however, it also meets the employees' needs as they appear in the informal networks and social components of the workplace.</p>	<p>Advanced Org Mgmt</p> <p><b>Participatory Management</b></p> <p>A process where subordinates share a significant degree of decision-making power with their supervisors.</p>
<p>Advanced Org Mgmt</p> <p><b>Personal Power</b></p> <p>Power available to any leader through the use of his or her personal resources, including on-the-job expertise and charisma.</p>	<p>Advanced Org Mgmt</p> <p><b>Political Knowledge</b></p> <p>Knowing the specific interest of others and how to balance competing interests.</p>
<p>Advanced Org Mgmt</p> <p><b>Position Power</b></p> <p>Power that is available to someone holding apposition by virtue of its legitimacy as well as the reward and punishments that can be meted out.</p>	<p>Advanced Org Mgmt</p> <p><b>Power</b></p> <p>The motivations factor, or force, that provides</p>
<p>Advanced Org Mgmt</p> <p><b>Economic Order Quality</b></p> <p>Equation used to determine how much should be ordered to meet estimated demand at the lowest cost.</p>	<p>Advanced Org Mgmt</p> <p><b>Job Analysis</b></p> <p>A detailed study of the job to determine the exact nature of the work, the quantity and quality of output that is expected, organizational aspects of the job, and necessary personal qualities such as leadership, judgment, tact, and the ability to cope with emergencies.</p>

<p>Advanced Org Mgmt</p> <p><b>Professional Knowledge</b></p> <p>Refers to how people interact with others who have the same skills and capabilities.</p>	<p>Advanced Org Mgmt</p> <p><b>Referent Power</b></p> <p>Power achieved when workers admire a supervisor or manager because of the way she or he deals with them.</p>
<p>Advanced Org Mgmt</p> <p><b>Reward Power</b></p> <p>Power that emanates from the leader's authority to bestow formal rewards or favors on others.</p>	<p>Advanced Org Mgmt</p> <p><b>Self-Management</b></p> <p>Managing one's own behavior so that less external management control is needed.</p>
<p>Advanced Org Mgmt</p> <p><b>Span of Control</b></p> <p>Principle that recognizes the limited ability and time of an individual manager. It asserts that there should be a limit on the span of persons or activities assigned to one manager.</p>	<p>Advanced Org Mgmt</p> <p><b>Technical Knowledge</b></p> <p>Refers to the skills required to complete work tasks.</p>
<p>Advanced Org Mgmt</p> <p><b>Theory X</b></p> <p>A theory that assumes people avoid work by their very nature. A manager who accepts Theory X believes that employee is lazy and requires constant monitoring to ensure that performance remains at expected standards.</p>	<p>Advanced Org Mgmt</p> <p><b>Theory Y</b></p> <p>A theory that purports that (1) work is natural; (2) when people are committed to the organization's goals, self-control will be exercised; (3) the ability to solve problems is widespread and underutilized; (4) organizational commitment depends on reward and recognition and (5) people normally seek responsibility.</p>
<p>Advanced Org Mgmt</p> <p><b>Theory Z</b></p> <p>A theory that purports that (1) work is natural; (2) when people are committed to the organization's goal, self-control will be exercised; (3) the ability to solve problem is widespread and underutilized; (4) organizational commitment depends on rewards and recognition; and (5) people normally seek responsibility.</p>	<p>Advanced Org Mgmt</p> <p><b>Zone Of Indifference</b></p> <p>When subordinates accept and follow directives almost automatically.</p>

<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Circle</b></p> <p style="text-align: center;">A loosely formed and highly informal collection of individuals.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Cohesiveness</b></p> <p style="text-align: center;">The desire of the members of a group to remain part of the group.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Command Group</b></p> <p style="text-align: center;">A formal group created by the organization, consisting of a manager and his or her subordinates.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Committee</b></p> <p style="text-align: center;">A group of people who are brought together from the organization to deal most often with problems that arise on a regular basis.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Cross-Functional Team</b></p> <p style="text-align: center;">A version of the special-purpose team, the cross-functional team usually consists of members of different departments from the same hierarchical levels working together to ensure that widespread views are shared and more diversity is included in the decision making and acceptance and implication process.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Distinctiveness</b></p> <p style="text-align: center;">The quality of characteristic that sets something apart from other, similar items.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Formal Group</b></p> <p style="text-align: center;">A group created by management and charged with carrying out specific tasks to help the organization fulfill its objects.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Group</b></p> <p style="text-align: center;">Any collection of two or more people who share a common goal or purpose, who work together, and who share an awareness of the common goals and work.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Group Dynamics</b></p> <p style="text-align: center;">The interactions within a group that characterize the group.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Homogeneity</b></p> <p style="text-align: center;">The sameness of individuals.</p>

<p>Advanced Org Mgmt</p> <p><b>Horizontal Team</b></p> <p>A group of employees brought together from the same hierarchical level but representing different areas of expertise is called a horizontal team.</p>	<p>Advanced Org Mgmt</p> <p><b>Informal Group</b></p> <p>A group created by the employees themselves rather than by the organization.</p>
<p>Advanced Org Mgmt</p> <p><b>Interest Group</b></p> <p>An informal association of people formed because of common concerns or needs.</p>	<p>Advanced Org Mgmt</p> <p><b>Norms</b></p> <p>Standards of behavior that apply in specific situations. Norms define the boundaries of acceptable behaviors.</p>
<p>Advanced Org Mgmt</p> <p><b>Proximity</b></p> <p>The physical closeness of people to each other in any particular setting.</p>	<p>Advanced Org Mgmt</p> <p><b>Quality Circle</b></p> <p>Small groups of employees meeting on a regular basis within an organization to discuss and develop management issues and procedures.</p>
<p>Advanced Org Mgmt</p> <p><b>Role</b></p> <p>The task each member of a group or team is expected to perform.</p>	<p>Advanced Org Mgmt</p> <p><b>Self-Managing Team</b></p> <p>A group of employees who work together on a day-to-day basis to produce an entire product (or a major identifiable component) and carry out various managerial tasks related to their jobs.</p>
<p>Advanced Org Mgmt</p> <p><b>Adventure Training</b></p> <p>Training in which participants go into a wilderness area and work together to build mutual trust to achieve a common goal. Also called outdoor training, wilderness training, or survival training.</p>	<p>Advanced Org Mgmt</p> <p><b>Approach-approach Conflict</b></p> <p>Conflict in which there are two alternatives, one of which must be chosen, and where both have positive consequences.</p>

<p>Advanced Org Mgmt</p> <p><b>Assertiveness Training</b></p> <p>A means of self-improvement through learning to express one's feels and act with confidence.</p>	<p>Advanced Org Mgmt</p> <p><b>Avoidance-avoidance Conflict</b></p> <p>Conflict in which a decision must be made that has both positive and negative consequences; the conflict arises in the competing desirability and undesirability of the action</p>
<p>Advanced Org Mgmt</p> <p><b>Brainstorming</b></p> <p>Several people meeting in an unstructured setting to present ideas or offer solutions.</p>	<p>Advanced Org Mgmt</p> <p><b>Cognitive Dissonance</b></p> <p>Conflicting attitudes or behaviors in an individual cause distress and discomfort that motivates him or her to changes some aspect of the conflicting elements.</p>
<p>Advanced Org Mgmt</p> <p><b>Conflict</b></p> <p>A natural part of human interaction, competing interests, different expectations, or incompatible styles between two or more individuals or groups.</p>	<p>Advanced Org Mgmt</p> <p><b>Delphi Technique</b></p> <p>Problem-solving approach used in predicting future human resource demands. It involves data gathering, surveying of experts, providing input, responding, and prioritizing.</p>
<p>Advanced Org Mgmt</p> <p><b>Double Approach-avoidance Conflict</b></p> <p>Conflict in which both choices have good and bad aspects. The decision will require identifying and weighing all the factors.</p>	<p>Advanced Org Mgmt</p> <p><b>Groupthink</b></p> <p>The tendency to conform automatically and uncritically to group judgments even when those judgments have clear dangers.</p>
<p>Advanced Org Mgmt</p> <p><b>Ad hoc Committee</b></p> <p>Committee that is usually charged with a single task.</p>	<p>Advanced Org Mgmt</p> <p><b>Adjournment</b></p> <p>An action of the chair of motion made by a member that stops the meeting activity for a specified period of time.</p>

<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Agenda</b></p> <p>A plan for a meeting, with the items to be discussed during the meeting listed in order of presentation.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Breach of Order</b></p> <p>The situation that occurs when rules are ignored or not followed, someone speaks out of turn, or when the decorum of the meeting is lost.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Chair</b></p> <p>Individual charged with leading a meeting, keeping it on track, on time, and efficient. The chair diffuses tensions and encourages collaborative and supportive efforts.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Committee Meeting</b></p> <p>When a group of people meet to discuss problems, tasks, or responsibilities.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Conference</b></p> <p>A formal meeting of people with a common purpose; typically they are professionals assembled to share information and research.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Departmental Meeting</b></p> <p>Meeting that involves departments, divisions, or other work groups, scheduled on a more regular basis.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Formal Meeting</b></p> <p>A gathering of a group that proceeds under the control of a chair, following an agenda, and typically utilizing rules of conduct that specify how action will be taken.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>General Meeting</b></p> <p>Meeting scheduled for all people within the organization, including managers and supervisors.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Bounded Rationality</b></p> <p>Managers must make decisions as rationally as possible with only limited information available.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Minutes</b></p> <p>A written record of the main points of a meeting and how members voted on motions and other actions, as well as a verbatim records of each motion statement, usually recorded by the secretary of the group.</p>

<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Self-presentation</b></p> <p>When people communicate facts about the world together or a day to day basis to produce an entire product and carry out various managerial tasks related to their jobs.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Parliamentary Procedure</b></p> <p>A formal set of rules that guide the conduct of a meeting. The most common set of rules used is Robert's Rules of Order.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Behavioral (administrative) theory of decision making</b></p> <p>A theory of managerial decision making, based on the work of Herbert A. Simon that describes how managers actually make decisions in business solutions.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Sabotage</b></p> <p>Actions that lead to obstruction of work or other normal operations.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Self-disclosure</b></p> <p>The revelation of intimate, personal details to others.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Active Listening</b></p> <p>Form of listening that requires that the listener devote complete attention to the speaker and take responsibility for understanding the message.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Channels</b></p> <p>A modality of communication, or the medium in which the message is sent, such as oral, verbal, or written form.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Communication</b></p> <p>The successful transmission of a message between a source and a receiver.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Cooperative Principle</b></p> <p>The belief that someone speaking is making an honest attempt to be understood.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Downward Communication</b></p> <p>Information flow from individuals at higher levels within an organization to those at lower levels.</p>

<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Feedback</b></p> <p>Information about how a learner is performing; necessary for both learning and motivation.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Nonverbal Communication</b></p> <p>Nonverbal communication can be conveyed in both oral and written forms. It consists of gestures, body position, voice inflection, and eye contact, the use of humor, confidence, and so on.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Upward Communication</b></p> <p>Messages flow from workers at lower levels to managers and workers higher levels of an organizational structure.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Grapevine</b></p> <p>An informal pattern of a communication that moves in any direction; a system of communicating information, gossip, and rumors through informal networks.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Affirmative Action</b></p> <p>Steps taken to remedy discriminatory practices in the workplace. The plans guarantee employees the constitutional rights of free speech, due process (the right to fair and equal treatment in law and organization policy), and privacy. AA has evolved through presidential executive orders and court cases.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Lateral Communication</b></p> <p>The exchange of information between peers or workers at the same organizational level. Also called horizontal communication.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Doctrine of Comparable Worth</b></p> <p>States that people holding different jobs that require comparable knowledge, skills, and responsibilities should receive the same pay and benefits.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Quid pro quo Sexual Harassment</b></p> <p>Type of harassment in which a sexual favor is exchanged for promotion, favorable, or special treatment, or the job itself. Means "Do me a favor and I'll do one for you"</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Message</b></p> <p>The specific physical form given to information so that it can be sent to a receiver.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Separation</b></p> <p>A global term that refers to any discharge by the employer or voluntary act by the employee, such as moving on to a new job, retirement, or furlough as well as the more restricted term "termination" that usually refers to being fired.</p>

<p>Advanced Org Mgmt</p> <p><b>Receiver</b> The target of a message.</p>	<p>Advanced Org Mgmt</p> <p><b>Glass ceiling</b> Occurs when a member of a minority group or a female reaches what appears to be a limit to further promotion.</p>
<p>Advanced Org Mgmt</p> <p><b>Sender</b> Individual responsible for encoding a message in a manner that can be decoded by the receiver.</p>	<p>Advanced Org Mgmt</p> <p><b>Courtesy</b> Showing appropriate respect and generally being polite to others.</p>
<p>Advanced Org Mgmt</p> <p><b>Discrimination</b> Occurs when people act on their prejudices and treat others unfairly.</p>	<p>Advanced Org Mgmt</p> <p><b>Prejudice</b> An attitude about individual or group of people that is based on a selected set of characteristics rather than a person.</p>
<p>Advanced Org Mgmt</p> <p><b>Drug-free Workplace</b> A workplace in which illegal drug use is not tolerated, and the employer is able to claim that illegal drugs are not being used.</p>	<p>Advanced Org Mgmt</p> <p><b>Equal Opportunity Employment (EOE)</b> The responsibilities and obligations that organizations have to ensure that all human resources management objectives, policies, procedures, and specific rules are developed and administered to ensure that every potential and present employee is treated fairly, regardless of race, gender, color, age and religion or national origin.</p>
<p>Advanced Org Mgmt</p> <p><b>Entitlements</b> A person's proclamations regarding rights and obligations of a position in an organization.</p>	<p>Advanced Org Mgmt</p> <p><b>Inbreeding</b> Can occur when too many people of the same background, interest, and cultural orientation become associated with an organization.</p>

<p>Advanced Org Mgmt</p> <p><b>Sexual Harassment</b></p> <p>And conduct involving the “unwanted imposition of sexual requirements in a relationship of unequal power”.</p>	<p>Advanced Org Mgmt</p> <p><b>Tokenism</b></p> <p>Occurs when one or a few minority or females candidates are promoted and the managed takes the attitude, “Now we have met our responsibilities.”</p>
<p>Advanced Org Mgmt</p> <p><b>Co-culture</b></p> <p>Cultures co-existing in the same society.</p>	<p>Advanced Org Mgmt</p> <p><b>Ethnicity</b></p> <p>A characteristic of a group based on origin, sub-culture, race, languages, or religion.</p>
<p>Advanced Org Mgmt</p> <p><b>Groupthink</b></p> <p>The tendency to conform automatically and uncritically to group judgments even when those judgments have clear dangers.</p>	<p>Advanced Org Mgmt</p> <p><b>Negotiations</b></p> <p>Interaction intended to lead to an agreement or cooperative effort by two of more parties.</p>
<p>Advanced Org Mgmt</p> <p><b>Standing Committee</b></p> <p>Committee in which members are appointed for definite term such as one or two years. The committee has definite objectives assigned for which it is responsible during the term.</p>	<p>Advanced Org Mgmt</p> <p><b>Public Meeting</b></p> <p>Meeting that may include public shareholders or stockholders; a news conference or public portion of a board meeting; or a public of a local, state or federal commission, committee, or legislative session.</p>
<p>Advanced Org Mgmt</p> <p><b>Separation</b></p> <p>A global term that refers to any discharge by the employer or voluntary act by the employee, such as moving to a new job, retirement, or furlough as well as the more restricted term “termination” that usually refers to being fired.</p>	<p>Advanced Org Mgmt</p> <p><b>Termination</b></p> <p>The ac of being discharged from an organization, or being fired.</p>

<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Ethics</b></p> <p>A code of conduct that governs behavior and actions of an individual in any given setting.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Informal Meeting</b></p> <p>Meetings that can occur anywhere and at any time. Many begin in the employee snack room during breaks.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Etiquette</b></p> <p>The rules that govern the conduct or behavior of an individual in a any given setting.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>High and Low Context</b></p> <p>Communication in a high context situation means that many of the cues necessary for understanding the meaning of the message come from the context. Low-context communication depends more on the message content than the context.</p>
<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Impression Management</b></p> <p>A process of acting out the image one wants to present to others. Introduced by Erving Goffman.</p>	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Office Meeting</b></p> <p>A group gathering that can be by appointment or unscheduled and involves two or more people in an office conferring on a particular task, often between a supervisor and subordinate.</p>
	<p>Advanced Org Mgmt</p> <p style="text-align: center;"><b>Bypassing</b></p> <p>When a statement has two meanings, whether from different perspectives or from different cultures.</p>