

## Chapter 1 Glossary

### **administrative principles**

a management perspective that focuses on the design and functioning of the organization as a whole.

### **bureaucratic organizations**

organizations that emphasize designing and managing on an impersonal, rational basis through such elements as clearly defined authority and responsibility, formal recordkeeping, and uniform application of standard rules.

### **centralization**

refers to the level of hierarchy with authority to make decisions.

### **chaos theory**

a theory that suggests that relationships in complex, adaptive systems—including organizations—are nonlinear and made up of numerous interconnections and divergent choices that create unintended effects and render the whole unpredictable.

### **closed system**

a system that would not depend on or interact with the environment. It would be autonomous, closed off, and sealed from the outside world.

### **contingency**

theory meaning that one thing depends on other things; for organizations to be effective, there must be a “goodness of fit” between their structure and the conditions in their external environment.

### **contingency factors**

encompass larger elements that influence structural dimensions, including the organization’s size, technology, environment, culture, and goals.

### **decentralization**

means that decision-making authority is pushed down to lower organizational levels.

### **effectiveness**

the degree to which an organization achieves its goals.

### **efficiency**

the amount of resources used to achieve an organization’s goals; based on the quantity of raw materials, money, and employees necessary to produce a given level of output.

### **Hawthorne Studies**

a series of experiments on worker productivity begun in 1924 at the Hawthorne plant of Western Electric Company in Illinois; attributed employees’ increased output to managers’ better treatment of them during the study.

**level of analysis**

in systems theory, the subsystem on which the primary focus is placed; four levels of analysis normally characterize organizations.

**mechanistic**

an organization system marked by rules, procedures, a clear hierarchy of authority, and centralized decision making.

**open system**

a system that must interact with the environment in order to survive. It cannot seal itself off and must continuously adapt to the environment.

**organic**

an organization system marked by free-flowing, adaptive processes, an unclear hierarchy of authority, and decentralized decision making.

**organization theory**

a macro examination of organizations that analyzes the whole organization as a unit.

**organizational behavior**

a micro approach to organizations that focuses on the individuals within organizations as the relevant units of analysis.

**organizations**

social entities that are goal-directed, designed as deliberately structured and coordinated activity systems, and are linked to the external environment.

**role**

a part in a dynamic social system that allows an employee to use his or her discretion and ability to achieve an outcome or meet a goal.

**scientific management**

emphasizes scientifically determined jobs and management practices as the way to improve efficiency and labor productivity.

**stakeholder**

any group within or outside of an organization that has a stake in the organization's performance.

**stakeholder approach**

integrates and balances diverse organizational activities by looking at various organizational stakeholders and what they want from the organization.

**structural dimensions**

describe the internal characteristics of an organization, and create a basis for measuring and comparing organizations.

**subsystems**

interrelated parts of a system that function as a whole to achieve a common purpose.

**sustainability**

economic development that generates wealth and meets the needs of the current generation while saving the environment so future generations can meet their needs as well.

**system**

a set of interrelated parts that function as a whole to achieve a common purpose.

**task**

a narrowly defined piece of work assigned to a person.