Unit 9 Key Terms

Chapter 13 Key Terms:

**Boundaryless Organization**: Organization in which there are no barriers to information flow.

**Coaching**: Dialogue with a goal of helping another be more effective and achieve his or her full potential on the job.

**Communication**: The transmission of information and meaning from one party to another through the use of shared symbols.

**Downward Communication**: Information that flows from higher to lower levels in the organization’s hierarchy.

**Filtering**: the process of withholding, ignoring, or distorting information.

**Grapevine**: Informal communication network.

**Horizontal Communication**: Information shared among people on the same hierarchical level.

**Media Richness**: The degree to which a communication channel conveys information.

**One-Way Communication**: A process in which information flows in only one direction – from the sender to the receiver, with no feedback loop.

**Open-Book Management**: Practice of sharing with employees at all levels of the organization vital information previously meant for management’s eyes only.

**Perception**: The process of receiving and interpreting information.

**Reflection**: Process by which a person states what he or she believes the other person is saying.

**Two-Way Communication**: A process in which information flows in two directions – the receiver provides feedback, and the sender is receptive to the feedback.

**Upward Communication**: Information that flows from lower to higher levels in the organization’s hierarchy.

**Virtual Office**: A mobile office in which people can work anywhere, as long as they have the tools to communicate with customers and colleagues.

Chapter 15 Key Terms:

**Adapters**: Companies that take the current industry structure and its evolution as givens, and choose where to compete.
**Development Project**: A focused organizational effort to create a new product or process via technological advances.

**Force-Field Analysis**: An approach to implementing the unfreezing/moving/refreezing model by identifying the forces that prevent people from changing and those that will drive people toward change.

**Make-or-Buy Decision**: The question an organization asks itself about whether to acquire new technology from an outside source or develop it itself.

**Moving**: Instituting the change.

**Organization Development (OD)**: The system-wide application of behavioral science knowledge to develop, improve, and reinforce the strategies, structures, and processes that lead to organizational effectiveness.

**Performance Gap**: The difference between actual performance and desired performance.

**Refreezing**: Strengthening the new behaviors that support the change.

**Shapers**: Companies that try to change the structure of their industries, creating a future competitive landscape of their own design.

**Socio-Technical Systems**: An approach to job design that attempts to redesign tasks to optimize operation of a new technology while preserving employee’s interpersonal relationships and other human aspects of the work.

**Technology Audit**: Process of clarifying the key technologies on which an organization depends.

**Unfreezing**: Realizing that current practices are inappropriate and that new behavior is necessary.