

# Glossary

- 401(k) Plan** A defined contribution that employees can elect to defer from their salary before taxes—some employers match these contributions—there are limits on the dollar amount that can be deferred each year.
- Accountability** A worker's obligation to a supervisor to carry out the responsibilities delegated and to produce the results expected.
- Acquired immunodeficiency syndrome (AIDS)** A serious illness that harms the body's ability to fight infection.
- Active listening** Encouraging a speaker to continue talking by giving interested but neutral responses which show that you understand the speaker's meaning and feelings.
- Adult learning theory** A field of research that examines how adults learn.
- Age Discrimination in Employment Act of 1967 (ADEA)** An act that makes it unlawful to discriminate in compensation, terms, or conditions of employment based on a person's age. The ADEA applies to everyone 40 years of age or older.
- Agenda** A written statement of topics to be discussed at a meeting.
- Alternative dispute resolution (ADR)** Problem solving and grievance resolution approaches to address disputes.
- Americans with Disabilities Act (ADA)** An act that makes it unlawful to discriminate in employment matters against the estimated 43 million Americans who have a disability.
- Anaphylactic shock** An allergic reaction in which the throat swells up to the point that the victim cannot get air into the lungs. Without proper treatment, it can be fatal.
- Appraisal** See **Performance evaluation**.
- Appraisal interview, appraisal review, evaluation interview** An interview in which a supervisor and an employee discuss the supervisor's evaluation of the employee's performance.
- Approaches to decision making** These include **impulsive** (making an off-the-cuff decision), **indecisive** (never quite making up one's mind), **intuitive** (making decisions that feel right), **logical** (making a deliberate stepwise process to make decisions).
- Authority** Possessing the rights and powers needed to make the decisions and take the requisite actions to get a job done.
- Authority, formal** The authority granted by virtue of a person's position within an organization.
- Authority, real or conferred** The authority that employees grant a supervisor to make the necessary decisions and carry them out.
- Autocratic** Behaving in an authoritarian or domineering manner.
- Base compensation** The base amount for a particular job that may be incrementally increased.
- Behavior modification** Effecting behavioral change by providing positive reinforcement (reward, praise) for the behavior desired.
- Big brother/big sister training method** See **Buddy system**.
- Body language** Expression of attitudes and feelings through body movements, positions, and gestures.
- Boomerang management** Reverting from management's point of view to the worker's point of view.
- Brainstorming** Generating ideas without considering their drawbacks, limitations, or consequences (typically, a group activity).
- Buddy system** Training method in which an old hand shows a new worker the ropes; also known as the **big brother/big sister system**.
- Budget** An operational plan for the income and expenditure of money for a given period.
- Cafeteria plans** An employee can "select" the parts of a plan that they want.
- Can-do factors** An applicant's or employee's job knowledge, skills, and abilities.
- Cardiopulmonary resuscitation (CPR)** A procedure employed after cardiac arrest (when the heart stops beating) in which massage, drugs, and mouth-to-mouth resuscitation are used to restore breathing.
- Carrot-and-stick motivation** The use of promised rewards plus punishment to motivate performance.

- Chain of command** Lines along which responsibility and authority are delegated from top to bottom of an organization.
- Channels of communication** The organizational lines (corresponding to the chain of command) along which messages are passed from one level to another.
- Civil Rights Act of 1964, Title VII** An act that makes it unlawful to discriminate against applicants or employees with respect to recruiting, hiring, firing, promotions, or other employment-related activities, on the basis of race, color, religion, gender, or national origin.
- Coach** A person who trains others.
- Coaching** Individual, corrective, on-the-job training that is focused on improving performance.
- Coaching style** Within the managerial grid, a supervisory style that uses lots of directive and supportive behaviors with an employee.
- Cohesive team** A cohesive team is one that joins together well, has defined norms, unity, respect, and trust among its members.
- Collective bargaining** Process by which a labor contract is negotiated.
- Communication zones** See **Personal space**; **Public distance**; **Social distance**.
- Communications** The sending and receiving of messages.
- Compensation philosophies** The approach a company takes toward the compensation of associates.
- Competition** When there is high concern for one's own interest—two different individuals/groups become rivals.
- Compromise** Concern for both one's own and the other parties' ideas or position—finding ways of agreeing (give and take) positions.
- Conceptual skill** The ability to see the whole picture and the relationship of each part of the whole.
- Conditions and limitations** Factors such as rules, policies, specific requirements, and limiting factors (e.g., time) that may apply when a problem is being defined.
- Conflict** Discord, a state of disharmony, open or prolonged fighting, strife, or friction.
- Conflict Management** The application of strategies to settle opposing ideas/goals.
- Consensus** General agreement within a group.
- Consumer price index** Measures the cost of living by averaging several elements over time.
- Contingency plan** An alternative plan for use in case the original plan does not work out.
- Contract** An agreement between two parties that is fully understood and accepted by both.
- Control** Built-in method for measuring performance or product against standards.
- Controlling** Measuring and evaluating results to goals and standards previously agreed upon, such as performance and quality standards, and taking corrective action when necessary to stay on course.
- Coordinating** Meshing the work of individuals, work groups, and departments to produce a smoothly running operation.
- Counseling** Counseling occurs when a counselor meets with a client in a private and confidential setting to explore a difficulty the client is having, distress he may be experiencing, or perhaps his dissatisfaction or loss of a sense of direction or purpose.
- Culture** The socially transmitted behavior patterns, art, beliefs, institutions, and all other products of human work or thought characteristic of a community or population.
- Culture bound** Believing that your culture and value system are better than all others.
- Decision** A conscious choice among alternative courses of action directed toward a specific purpose.
- Decision making** Using a logical process to identify causes and solutions to problems or to make decisions.
- Decision-making leave with pay** The final step in a positive discipline system in which the employee is given a day off with pay to decide if he or she really wants to do the job well or would prefer to resign the position.
- Decisiveness** The ability to reach a firm conclusion.
- Defined benefit plan and Defined contribution plans** Both plans have eligibility requirements—working for the company for a specified period and being full-time employees. A defined benefit plan is also called a pension. This retirement plan promises to pay a fixed amount based on years of service

and contributions of employee and employer. Defined contribution plans do not promise specific amounts at retirement. Both employer and employee may contribute. These monies are not taxed until withdrawn at retirement.

**Dehiring** Avoiding termination by making an employee want to leave, often by withdrawing work or suggesting that the person look elsewhere for a job.

**Delegating style** Within the managerial grid, a supervisory style that is low on directive and supportive behaviors because responsibility is being turned over to an employee.

**Delegation** Giving a portion of one's responsibility and authority to a subordinate.

**Demographics** Characteristics of a given area in terms of data about the people who live there.

**Demotivator** An emotion, environmental factor, or incident that reduces a person's motivation to perform well.

**Direct recruiting** On-the-scene recruiting where job seekers are, such as at schools and colleges.

**Directing** Assigning tasks, giving instructions, training, and guiding and controlling performance.

**Directing style** Within the managerial grid, a supervisory style that uses lots of directive and few supportive behaviors with an employee.

**Discipline** (1) A condition or state of orderly conduct and obedience to rules, regulations, and procedures. (2) Action to enforce orderly conduct and obedience to rules, regulations, and procedures.

**Dissatisfier** A factor in a job environment that produces dissatisfaction, usually reducing motivation.

**Diversity** Physical and cultural dimensions that separate and distinguish individuals and groups: age, gender, physical abilities and qualities, ethnicity, race, sexual preference.

**Doing the right things right** To be both a leader and a manager; to be both effective and efficient.

**Drug Free Workplace Act of 1988** A federal law that requires most federal contractors and anyone who receives federal grants to provide a drug-free workplace.

**Due process** An employee's right of self-defense in a disciplinary process.

**Economic person theory** The belief that people work for money alone.

**Employee assistance program (EAP)** A counseling program available to employees to provide confidential and professional counseling and referral.

**Employee handbook** A written document given to employees which tells them what they need to know about company policies and procedures.

**Employee Polygraph Protection Act of 1988** A federal law that prohibits the use of lie detectors in the screening of job applicants.

**Employee referral program** A program under which employees suggest to others that they apply for a job in their company. If a person referred gets a job, the employee often receives recompense.

**Employee self-appraisal** A procedure by which employees evaluate their own performance, usually as part of a performance appraisal process.

**Employee stock ownership plans (ESOP)** These plans are based on the performance of the company plus employees may purchase company stock at a discount.

**Employee turnover** The rate of employee separations in a company—usually expressed as a percentage.

**Employment agencies** Organizations that try to place persons into jobs. **Private agencies:** privately owned agencies that normally charge a fee when an applicant is placed. **Temporary agencies:** agencies that place temporary employees into businesses and charge by the hour. **Government agencies:** employment agencies run by the government.

**Employment requisition form** A standard form used by departments to obtain approval to fill positions and to notify the recruiter that a position needs, or will need, to be filled.

**Empowering** To give employees additional responsibility and authority to do their jobs.

**Environmental sexual harassment** A type of sexual harassment in which comments or innuendos of a sexual nature, or physical contact, are considered a violation when they interfere with an employee's work performance or create an intimidating, hostile, or offensive working environment.

**Equal employment opportunity (EEO)** The legal requirement that all people be treated equally in all aspects of employment, regardless of race, creed, color, national origin, age, gender, or disability unrelated to the job.

**Equal Employment Opportunity Commission (EEOC)** A federal office responsible for enforcing the employment-related provisions of the Civil Rights Act of 1964 as well as other EEO laws.

**Equal Pay Act of 1963** A law that requires equal pay and benefits for men and women working in jobs requiring substantially equal skills, effort, and responsibilities under similar working conditions.

**Evaluating** See **Controlling**.

**Evaluation form** A form on which employee performance during a given period is rated.

**Exempt employees** Employees, typically managerial personnel, who are not covered by the wage and hour laws and therefore do not earn overtime pay. To be considered an exempt employee, the following conditions must be met: The employee spends 50 percent or more of his time managing, supervises two or more employees, and is paid \$250 or more per week.

**External recruiting** Looking for job applicants outside the operation.

**Fact-finding** The process of collecting all the facts about a certain situation.

**Fair Labor Standards Act (FLSA)** The law that covers wages and salaries that applies to employers with two or more employees.

**Family and Medical Leave Act of 1993** An act that allows employees to take an unpaid leave of absence from work for up to 12 weeks per year for the birth or adoption of a child or a serious health condition of the employee or his or her spouse, child, or parent.

**Feedback** Giving information about the performance of an individual or group back to them during or after performing a task or job.

**Fee-for-service** Traditional plans offered by insurance companies that act as an intermediary between the patient and the healthcare provider—an example is Blue Cross which has a plan that pays for 80 percent of most medical expenses.

**First aid** Emergency treatment given before regular medical services can be provided.

**First-line supervisor** A supervisor who manages hourly employees.

**Forecasting** Predicting what will happen in the future on the basis of data from the past and present.

**Formal authority** See **Authority, formal**.

**Formal group** Groups established by the company.

**Formal leader** The person in charge based on the organization chart.

**Formally appointed team** A team that has a formally appointed leader who may have more influence and decision-making authority than other team members.

**Formative evaluation** An ongoing form of evaluation that uses observation, interviews, and surveys to monitor training.

**Generation X** The group of Americans from age 29 through 43, born between the late 1960s and 1980.

**Generation Y** The group of Americans born in the 1980s and 1990s.

**Grievance procedures** A formal company procedure that employees can follow when they feel they have been treated unfairly by management.

**Group decision making** A process in which a group of people work together to come to a decision.

**Halo effect** The tendency to extend the perception of a single outstanding personality trait to a perception of the entire personality.

**Harassment** Intimidating, hostile, or offensive behavior toward someone, or the creation of an intimidating, hostile, or offensive environment for someone based on the person's national origin, race, color, religion, gender, disability, or age.

**Hazard Communication Standard** A regulation issued by the Occupational Safety and Health Administration that gives employees the right to know what hazardous chemicals they are working with, the risks or hazards, and what they can do to limit the risk.

**Health insurance plans** A voluntary benefit, meaning that employers are not obliged to offer all employees a health insurance plan.

**Health Maintenance Organizations (HMOs)** HMOs offer full service medical services to employees and their families. HMOs are the most cost-effective and more popular.

**Hierarchy of needs** A theory proposed by Maslow that places human needs in a hierarchy or pyramid. As one's needs at the bottom of the pyramid are met, higher-level needs are encountered on several levels up through the top of the pyramid.

- Hourly workers** Employees paid on an hourly basis who are covered by federal and state wage and hour laws and therefore guaranteed a minimum wage.
- Human immunodeficiency virus (HIV)** The virus that causes AIDS (acquired immunodeficiency syndrome).
- Human relations theory** A theory which states that satisfying the needs of workers is the key to productivity.
- Human skill** The ability to manage people through respect for them as individuals, sensitivity to their needs and feelings, self-awareness, and good person-to-person relationships.
- Humanistic management** A blend of scientific, human relations, and participative management practices adapted to the needs of the situation, the workers, and the supervisor's leadership style.
- Hygiene factors** Factors in the job environment that produce job satisfaction or dissatisfaction but do not motivate performance.
- Immigration Reform and Control Act (IRCA)** A federal law that requires employers to verify the identity and employment eligibility of all applicants and prohibits discrimination in hiring or firing due to a person's national origin or citizenship status.
- Inclusion** To include, to make a person feel welcome.
- Informal groups** Groups that form naturally in the workplace.
- Informal leader** The person who, by virtue of having the support of the employees, is in charge.
- Informally appointed team** A team that evolves on its own.
- Internal labor market** Giving internal candidates opportunities, for a brief period, to apply for a position ahead of external advertising.
- Internal recruiting** Searching for job applicants from within an operation.
- Interpersonal communication** The sending and receiving of messages between people.
- Interviewing** Conversation with the purpose of obtaining information, often used in screening job applicants.
- JIT** Job instruction training.
- Job** A specific group of tasks prescribed as a unit of work.
- Job analysis** Determination of the content of a given job by breaking it down into units (work sequences) and identifying the tasks that make up each unit.
- Job description** A written statement of the duties performed and responsibilities for a given position, and used to provide opportunity for achievement, recognition, learning, and growth.
- Job evaluation** The process of examining the responsibilities and difficulties of a series of jobs to determine which are worth the most and should therefore be paid more.
- Job instruction** For every detail of a given job in a given enterprise, instruction in what to do and how to do it.
- Job instruction training (JIT)** A four-step method of training people in what to do and how to do it on a given job in a given operation.
- Job loading** Adding more work to a job without increasing interest, challenge, or reward.
- Job posting** A policy of making employees aware of available positions within a company.
- Job Service Center** An office of the U.S. Employment Service.
- Job setting** The conditions under which a job is to be done, such as physical conditions and contact with others.
- Job skills approach** A method of assessing the various skills required to do a particular job.
- Job specification** A list of the qualifications needed to perform a given job.
- Job title** The name of a job, such as cook or housekeeper.
- Just-cause termination** Employee termination based on the commission of an offense that affected detrimentally the specific work done or an operation as a whole.
- Labor contract** The written conditions of employment that are negotiated between management and a union.
- Labor market** In a given area, the workers who are looking for jobs (the labor supply) and the jobs that are available (the demand for labor).
- LBWA** Leadership by walking around: spending a significant part of your day talking to your employees, your guests, your peers while listening, coaching, and trouble-shooting.

- Leader** A person in command who people follow voluntarily.
- Leadership** Direction and control of the work of others through the ability to elicit voluntary compliance.
- Leadership style** The pattern of interaction that a manager uses in directing subordinates.
- Leading** Guiding and interacting with employees regarding getting certain goals and plans accomplished; involves many skills, such as communicating, motivating, delegating, and instructing.
- Learning** The acquisition of knowledge or skill.
- Level of performance** Employee performance measured against a performance standard. **Optimistic level:** superior performance, near-perfection. **Realistic level:** competent performance. **Minimum level:** marginal performance, below which a worker should be terminated.
- Line functions** The personnel directly involved in producing goods and services.
- Listening** Paying complete attention to what people have to say, hearing them out, staying interested but neutral. See also **Active listening**.
- Maintenance factors** See **Hygiene factors**.
- Management by example** Managing people at work by setting a good example—by giving 100 percent of your time, effort, and enthusiasm to your own job.
- Manager** One who directs and controls an assigned segment of the work in an enterprise.
- Managerial skills** The three types of skills that a manager needs: technical, human, and conceptual. See the individual skills.
- Mass communication** Messages sent out to many people through such media as newspapers, magazines, books, radio, and television.
- Material safety data sheet (MSDS)** An information sheet put out by the manufacturer of a hazardous product that explains what a product is, why it is hazardous, and how it can be used safely.
- Mentor** An experienced and proficient person who acts as a leader, role model, and teacher to those less experienced and less skilled.
- Merit raise** A raise given to an employee based upon how well the employee has done his or her job.
- Morale** Group spirit with respect to getting a job done.
- Motivation** The why of behavior; the energizer that makes people behave as they do.
- Motivator** Anything that triggers a person's inner motivation to perform. In Herzberg's theory, motivators are factors within a job that provide satisfaction and that motivate a person to superior effort and performance.
- Negative discipline** Maintaining discipline through fear and punishment, with progressively severe penalties for rule violations.
- Negligent hiring** The failure of an employer to take reasonable and appropriate safeguards when hiring employees to make sure that they are not the type to harm guests or other workers.
- Nonexempt employees** Employees who are paid by the hour and are not exempt from federal and state wage and hour laws. Also called hourly employees.
- Nonverbal communication** Communication without words, as with signs, gestures, facial expressions, or body language.
- Obstacle thinkers** Those who focus on why a situation is impossible and retreat from it.
- Occupational Safety and Health Administration (OSHA)** A federal agency created to assure safe and healthful working conditions and to preserve the nation's human resources.
- Open (or two-way) communication** The free movement of messages back and forth between supervisor and worker and up the channels of communication as well as down.
- Opportunity thinkers** Those who concentrate on constructive ways to deal with a challenging situation.
- Organization chart** A diagram of a company's organization showing levels of management and lines by which authority and responsibility are transmitted.
- Organizational communication** The sending of messages from the top of an organization down—usually the same message to everyone.
- Organizing** Putting together the money, personnel, equipment, materials, and methods for maximum efficiency to meet an enterprise's goals.
- Orientation** A new worker's introduction to a job.
- Overgeneralization** In interviewing and evaluation, translation of a single trait or piece of information about a person into an overall impression of that person.
- Participative leadership** A system that includes workers in making decisions that concern them.

- Patterned interview** A highly structured interview in which the interviewer uses a predetermined list of questions to ask each applicant.
- Pay incentives** Programs designed to reward employees for good performance.
- Pension plan** Plans that accrue pretax income that employees set aside, and in some cases, employers make a matching contribution.
- Performance dimensions or categories** The dimensions of job performance chosen to be evaluated, such as attendance and guest relations.
- Performance evaluation, performance appraisal, performance review** Periodic review and assessment of an employee's performance during a given period.
- Performance standard** Describes the what and how of a job, and explains what an employee is to do, how it is to be done, and to what extent.
- Performance standard system** A system of managing people using performance standards to describe job content, train personnel, and evaluate performance.
- Personal space** The area in proximity to a person that "belongs" to the person and should not be invaded (the space varies according to culture).
- Planning** Looking ahead to chart the best course of future action. See also **Strategic planning**.
- Points factor method** Key jobs are examined by taking important factors into consideration.
- Position** Duties and responsibilities performed by an employee.
- Positive discipline** A punishment-free formula for disciplinary action that replaces penalties with reminders and features a decision-making leave with pay.
- Positive reinforcement** Providing positive consequences (praise, rewards) for desired behavior.
- Power** The capacity to influence the behavior of others.
- Pregnancy Discrimination Act of 1978** An act that makes it unlawful to discriminate against a woman on the basis of pregnancy, childbirth, or related medical conditions.
- Pretest** Testing an experienced worker's job performance before training.
- Primary dimensions of diversity** Cultural and physical dimensions of individuals or groups that cannot be changed, such as age, gender, and race.
- Problem solving** Using a logical process to identify causes and solutions to problems or to make decisions.
- Productivity** How efficiently an operation converts an input (e.g., food) into an output (e.g., a meal).
- Productivity standards** A definition of the acceptable quantity of work that an employee is expected to do (e.g., the number of rooms that can be cleaned in 60 minutes).
- Progressive discipline** A multistage formula for disciplinary action.
- Project teams** Teams that are brought together for the completion of a project.
- Projection** Investing another person with one's own qualities.
- Promoting from within** A policy in which it is preferable to promote existing employees rather than filling the position with an outsider.
- Public distance** Often defined as from 7 to 25 feet away from a person—too far for giving directions or conversing.
- Quid pro quo sexual harassment** A type of sexual harassment: submission to or rejection of a sexual favor used as the basis for employment decisions regarding an employee.
- Rating system** A system, usually a scale, for evaluating actual performance in relation to expected performance or the performance of others.
- "Reading people"** The emotional awareness ability to read people by identifying their emotions.
- Real authority** See **Authority, real or conferred**.
- Reasonable accommodation** Any change or adjustment to a job or work environment that will enable someone with a disability to perform essential job functions.
- Recruiting** Actively looking for people to fill jobs.  
**Direct recruiting:** going where the job seekers are, such as colleges, to recruit. **Internal recruiting:** looking for people within a company to fill jobs. **External recruiting:** looking for people outside a company to fill jobs.
- Representing** Representing an organization to customers and other people outside an enterprise.
- Resistance to change** A reaction by workers to changes in their work environment that may be accompanied by feelings of anxiety, insecurity, or loss.

**Responsibility** The duties and activities assigned to a given job or person, along with an obligation to carry them out.

**Retention** The extent to which employees are retained by a company—thus reducing turnover.

**Retraining** Additional training given to trained workers for improving performance or dealing with something new.

**Reverse delegation** A situation in which you delegate a job to an employee and he or she tries to give it back to you.

**Reward and punishment** A method of motivating performance by giving rewards for good performance and punishing for poor performance.

**Risk** A degree of uncertainty about what will happen in the future.

**Role model** A person who serves as an example for the behavior of others.

**Safety committee** A committee that meets periodically to discuss safety matters and to perform other functions related to workplace safety, such as inspecting a facility and overseeing safety training.

**Safety program** A plan, consisting of elements such as safety rules and employee training, that attempts to keep a workplace safe.

**Scheduling** Determining how many people are needed when, and assigning days and hours of work accordingly.

**Scientific management** Standardization of work procedures, tools, and conditions of work.

**Secondary dimensions of diversity** Cultural and physical dimensions of individuals or groups that can be changed, such as occupation, education, and income.

**Security program** A plan to protect company assets and people by preventing theft and other unlawful acts.

**Self-actualization** According to the motivational theorist Maslow, the desire to fulfill one's own potential.

**Sexual harassment** Unwelcome advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when compliance with any of these acts is a condition of employment, or when comments or physical contact create an intimidating, hostile, or offensive working environment.

**Single-use plan** A plan developed for a single occasion or purpose.

**Situational leadership** Adaptation of leadership style to the needs of a situation.

**Small-group communication** Communication that takes place when two or more group members attempt to influence one another, as in a meeting.

**Social distance** Often defined as from four to seven feet away from a person—suitable for communication between boss and subordinate.

**Social man (person) theory** The idea that fulfillment of social needs is more important than money in motivating people. See **Human relations theory**.

**Social Security** Gives financial support to retirees and their survivors if they have paid into the system for 10 years or more.

**Span of control** The number of employees that a manager supervises directly.

**Staff functions** Personnel who are not directly involved in producing goods and services but advise those who do, such as human resources and training directors.

**Staffing** Determining personnel needs and recruiting, evaluating, selecting, hiring, orienting, training, and scheduling employees.

**Standing plan** An established routine, formula, or set of procedures used in a recurring situation.

**Stereotype** A belief that a person will have characteristics generally attributed to members of a particular racial or social group simply because he or she is a member of that group.

**Strategic planning** Long-range planning to set organizational goals, objectives, and policies and to determine strategies, tactics, and programs for achieving them.

**Strike** A work stoppage due to a labor dispute.

**Summative evaluation** A form of evaluation that measures the results of training after a program has been completed.

**Supervisor** A person who manages employees who are making products or performing services.

**Supporting style** Within the managerial grid, a supervisory style marked by highly supportive behaviors with an employee.

**Symbols** Words, images, or gestures used to communicate messages.

- Synergy** The actions of two or more people to achieve outcomes that each is individually incapable of achieving.
- Task** In job analysis, a procedural step in a unit of work.
- Teaching methods** Ways in which teachers and trainers convey information to learners.
- Team** A special kind of group.
- Team morale** The extent to which a team has confidence, cheerfulness, and willingness to perform assigned tasks.
- Team players** Individuals that participate in a collective effort and cooperation to get the job done effectively.
- Teamwork** The cooperative actions that a team performs.
- Technical skill** The ability to perform the tasks of the people supervised.
- Theory X** The managerial assumption that people dislike and avoid work, prefer to be led, avoid responsibility, lack ambition, want security, and must be coerced, controlled, directed, and threatened with punishment to get them to do their work. A **Theory X manager** is one whose direction of people is based on these assumptions.
- Theory Y** The hypothesis that (1) work is as natural as play or rest; (2) people will work of their own accord toward objectives to which they feel committed, especially those that fulfill personal needs of self-respect, independence, achievement, recognition, status, and growth; and (3) arranging work to meet such needs will do away with the need for coercion and threat. A **Theory Y manager** is one who holds and practices this view of employee motivation.
- Third-party sexual harassment** A type of sexual harassment that involves a customer or client and an employee.
- Timing** Selecting that time when taking action will be most effective; making a decision at the moment it is most needed.
- Total quality management (TQM)** A process of total organizational involvement in improving all aspects of the quality of a product or service.
- Training** Teaching people how to do their jobs; job instruction.
- Training objective** A trainer's goal: a statement, in performance standard terms, of the behavior that shows when training is complete.
- Training plan** A detailed plan for carrying out employee training for a unit of work.
- Transactional leadership** Leadership that motivates workers by appealing to their self-interest.
- Transformational leadership** Leadership that motivates workers by appealing to their higher-order needs, such as providing workers with meaningful, interesting, and challenging jobs, and acting as a coach and mentor.
- Truth in hiring** Telling an applicant the entire story about a job, including the drawbacks.
- Two-way communication** In communication, when messages move freely back and forth from one person to another.
- Unemployment insurance** Gives financial support to employees who are laid off for reasons they cannot control.
- Uniform discipline system** A system of specific penalties for each violation of each company rule, to be applied uniformly throughout a company.
- Union** An organization that employees have designated to deal with their employer concerning conditions of employment, such as wages, benefits, and hours of work.
- Union steward** An employee designated by a union to represent and advise employees of their rights as well as to check on contract compliance. Also called a shop steward.
- Unit of work** Any one of several work sequences that together form the content of a given job.
- Unity of command** The organizational principle that each person should have only one boss.
- Unpaid leave** Under the Family Medical Leave Act of 1993 (FLMA) employees may take unpaid leave for up to 12 weeks under certain conditions.
- Wage and salary survey** A survey to assess what comparable companies are paying employees.
- Will-do factors** An applicant's or employee's willingness, desire, and attitude toward performing a job.
- Win-win problem solving** A method of solving problems in which supervisor and worker discuss a problem together and arrive at a mutually acceptable solution.

**Work climate** The level of morale within a workplace.

**Work rules** Rules for employees that govern their behavior when working.

**Work simplification** The reduction of repetitive tasks to the fewest possible motions, requiring the least expenditure of time and energy.

**Work supervisor** A supervisor who takes part in the work task itself in addition to supervising.

**Workers' compensation** Insurance paid by the employer that gives medical care, income continuation, and rehabilitation expenses for people who sustain job-related injuries or sickness.