

Organization

Alternative dispute resolution (ADR)



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Umbrella term for the various approaches and techniques, other than litigation, that can be used to resolve a dispute.

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Organization

Arbitration



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Method of dispute resolution by which disputing parties agree to be bound by the decision of one or more impartial persons to whom they submit their dispute for final determination.

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Organization

“Big data”



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

High-volume, high-velocity, and high-variety information assets that require innovative forms of information processing for enhanced insight and decision making.

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Organization

Blogs



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Broadcast-style communications that enable authors to publish articles, opinions, product or service reviews, etc., on a web page.

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Organization

Center of excellence (COE)



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

HR structural alternative established as an independent department that provides services within a focused area to internal clients.

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Organization

Chain of command



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Line of authority within an organization.

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Organization

Cloud computing



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Style of computing in which scalable IT-enabled capabilities are delivered as a service using Internet technologies.

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Organization

Codetermination



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Form of corporate governance that requires a typical management board and a supervisory board and that allows management and employees to participate in strategic decision making.

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Organization

Co-employment



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Situation in which an organization shares responsibility and liability for their alternative workers with an alternative staffing supplier; also known as joint employment.

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Organization

Collective bargaining



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FOR SHRM-CP/SHRM-SCP

DEFINITION

Process by which management and union representatives negotiate the employment conditions for a particular bargaining unit for a designated period of time.

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Organization

Conciliation



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Method of nonbinding dispute resolution by which a neutral third party tries to help disputing parties reach a mutually agreeable decision; also called mediation.

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Organization

Constructive discipline



2017 SHRM LEARNING SYSTEM
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DEFINITION

Form of corrective discipline that implements increasingly severe penalties for employees; also called progressive discipline.

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Organization

Cosourcing



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Arrangement in which an enterprise and a vendor share different tasks within a larger complex, often strategic responsibility.

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Organization

Cost-benefit analysis (CBA)



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Approach to determining the financial impact of an organization's activities and programs on profitability, through a process of data or calculation comparing value created against the cost of creating that value.

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Organization

Dashboards



2017 SHRM LEARNING SYSTEM
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DEFINITION

Reporting mechanisms that aggregate and display metrics and key performance indicators.

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Organization

Data analytics



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Process of studying data to detect patterns and relationships that can be used to make predictions and improve decisions.

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Organization

Database



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Data structure that stores organized information (numeric information as well as sound clips, pictures, and videos).

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Database management system (DBMS)



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Variety of software applications that electronically manage stored data.

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Organization

Dedicated HR



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

HR structural alternative that allows organizations with different strategies in multiple units to apply HR expertise to each unit's specific strategic needs.

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Organization

Departmentalization



2017 SHRM LEARNING SYSTEM
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DEFINITION

Way an organization groups jobs to coordinate work.

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Organization

Downsizing



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Termination of employment of individual employees and groups of employees for reasons other than performance, for example, economic necessity or restructuring; also known as reduction in force (RIF).

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Organization

Employment at-will



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Principle of employment in the U.S. that employers have the right to hire, fire, demote, and promote whomever they choose for any reason unless there is a law or contract to the contrary and that employees have the right to quit a job at any time.

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Organization

Encryption



2017 SHRM LEARNING SYSTEM
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DEFINITION

Conversion of data into a format that protects or hides its natural presentation or intended meaning.

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Organization

Enterprise resource planning (ERP)



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Business management software, usually a suite of integrated applications, that a company can use to collect, store, manage and interpret data from many business activities.

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Organization

Force-field analysis



2017 SHRM LEARNING SYSTEM
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DEFINITION

Type of analysis in which factors that can influence an outcome in either a negative or positive manner are listed and then assigned weights to indicate their relative strengths.

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Organization

Formalization



2017 SHRM LEARNING SYSTEM
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DEFINITION

Refers to the extent to which rules, policies, and procedures govern the behavior of employees in an organization.

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Organization

Front-back structure



2017 SHRM LEARNING SYSTEM
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DEFINITION

Organizational structure that divides an organization into “front” functions, which focus on customers or market groups, and “back” functions, which design and develop products and services.

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Organization

Functional HR



2017 SHRM LEARNING SYSTEM
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DEFINITION

HR structural alternative in which headquarters HR specialists craft policies and HR generalists located within divisions or other locales implement the policies, adapt them as needed, and interact with employees.

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Organization

Functional structure



2017 SHRM LEARNING SYSTEM
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DEFINITION

Organizational structure in which departments are defined by the services they contribute to the organization's overall mission, such as marketing and sales, operations, and HR.

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Organization

Gamification



2017 SHRM LEARNING SYSTEM
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DEFINITION

Selective use of game design and game mechanics to drive employee engagement in non-gaming business scenarios.

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Organization

Geographic structure



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DEFINITION

Organizational structure in which geographic regions define the organizational chart.

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Organization

Grievance procedure



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DEFINITION

Orderly way to resolve differences of opinion.

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Organization

Groupware



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Umbrella term for specialized collaborative software applications.

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Organization

Hacking



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Act of deliberately accessing a computer without permission.

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Organization

HR audit



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Systematic and comprehensive evaluation of an organization's HR policies, practices, procedures, and strategies.

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Organization

Human resource information system (HRIS)



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Information technology framework and tools for gathering, storing, maintaining, retrieving, revising, and reporting relevant HR data.

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Organization

Hybrid structure



2017 SHRM LEARNING SYSTEM
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DEFINITION

Organizational structure that mixes elements of the functional, product, and geographic structures.

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Organization

Independent contractors



2017 SHRM LEARNING SYSTEM
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DEFINITION

Self-employed individuals hired on a contract basis for specialized services.

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Organization

Industrial actions



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Various forms of collective employee actions taken to protest work conditions or employer action.

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Organization

Information management (IM)



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Use of technology to collect, process and condense information, for the purpose of managing the information efficiently as an organizational resource.

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Organization

Intellectual property (IP)



2017 SHRM LEARNING SYSTEM
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DEFINITION

Ownership of innovation by an individual or business enterprise; includes patented, trademarked, or copyrighted property.

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Organization

Joint employment



2017 SHRM LEARNING SYSTEM
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DEFINITION

Situation in which an organization shares responsibility and liability for their alternative workers with an alternative staffing supplier; also known as co-employment.

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Organization

Judgmental forecasts



2017 SHRM LEARNING SYSTEM
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DEFINITION

Use of information from past and present to predict future conditions.

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Organization

Knowledge management (KM)



2017 SHRM LEARNING SYSTEM
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DEFINITION

Process of creating, acquiring, sharing, and managing knowledge to augment individual and organizational performance.

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Organization

Labor union



2017 SHRM LEARNING SYSTEM
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DEFINITION

Group of workers who formally organize and coordinate their activities to achieve common goals in their relationship with an employer or group of employers; also called trade union.

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Organization

Line units



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DEFINITION

Work groups that conduct the major business of an organization.

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Organization

Matrix structure



2017 SHRM LEARNING SYSTEM
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DEFINITION

Organizational structure that combines departmentalization by division and function to gain the benefits of both; results in some employees reporting to two managers rather than one, with neither manager assuming a superior role.

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Organization

Mediation



2017 SHRM LEARNING SYSTEM
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DEFINITION

Method of nonbinding dispute resolution by which a neutral third party tries to help disputing parties reach a mutually agreeable decision; also called conciliation.

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Organization

Mobile learning



2017 SHRM LEARNING SYSTEM
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DEFINITION

Digitized instructional content delivered to wireless mobile devices (e.g., smartphones, tablet computers, notebooks, and digital readers).

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Organization

Multi-criteria decision analysis (MCDA)



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DEFINITION

Decision-making tool in which a team determines critical characteristics of a successful decision; a matrix is used to score each alternative and compare results.

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Organization

Organizational development



2017 SHRM LEARNING SYSTEM
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DEFINITION

Process of enhancing the effectiveness and efficiency of an organization and the well-being of its members through planned interventions.

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Organization

Outsourcing



2017 SHRM LEARNING SYSTEM
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DEFINITION

Process by which an organization contracts with third-party vendors to provide selected services/activities, instead of hiring new employees.

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Organization

Picketing



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Positioning of employees at a place of work targeted for the action for the purpose of protest.

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Organization

Policy



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Broad statement that reflects an organization's philosophy, objectives, or standards concerning a particular set of management or employee activities.

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Organization

Product structure



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Organizational structure in which functional departments are grouped under major product divisions.

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Organization

Reduction in force (RIF)



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Termination of employment of individual employees and groups of employees for reasons other than performance, for example, economic necessity or restructuring; also known as downsizing.

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Organization

Replacement planning



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

"Snapshot" assessment of the availability of qualified backup for key positions.

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Organization

Restructuring



2017 SHRM LEARNING SYSTEM
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DEFINITION

Act of reorganizing the legal, ownership, operational, or other structures of an organization.

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Organization

Secondary action



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Attempt by a union to influence an employer by putting pressure on another employer, for example, a supplier.

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Organization

Service-level agreement (SLA)



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Part of a service contract where the service expectations are formally defined.

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Organization

Shared services HR model



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

HR structural alternative in which centers with specific areas of expertise develop HR policies in those areas; each unit can then select what it needs from a menu of these services.

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Organization

Sit-down strike



2017 SHRM LEARNING SYSTEM
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DEFINITION

Refusal by workers to work; also refusal by workers to leave their workstations, making it impossible for the employer to use replacement workers.

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Organization

Software as a service (SaaS)



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Software that is owned, delivered, and managed remotely and delivered over the Internet to contracted customers on a pay-for-use basis or as a subscription based on use metrics.

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Organization

Span of control



2017 SHRM LEARNING SYSTEM
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DEFINITION

Refers to the number of individuals who report to a supervisor.

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Organization

Staff units



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Work groups that assist line units by providing specialized services, such as HR.

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Organization

Succession planning



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Process of implementing a talent management strategy for identifying and fostering the development of high-potential employees or other job candidates who, over time, may move into leadership positions of increased responsibility.

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Organization

Sympathy strike



2017 SHRM LEARNING SYSTEM
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DEFINITION

Action taken in support of another union that is striking the employer.

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Organization

Talent management



2017 SHRM LEARNING SYSTEM
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DEFINITION

System of integrated HR processes for attracting, developing, engaging, and retaining employees who have the knowledge, skills, and abilities to meet current and future business needs.

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Organization

Trade union



2017 SHRM LEARNING SYSTEM
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DEFINITION

Group of workers who formally organize and coordinate their activities to achieve common goals in their relationship with an employer or group of employers; also called labor union.

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Organization

Turnover



2017 SHRM LEARNING SYSTEM
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DEFINITION

Act of replacing employees leaving an organization; attrition or loss of employees.

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Organization

Turnover rate



2017 SHRM LEARNING SYSTEM
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DEFINITION

Annualized formula that tracks number of separations and total number of workforce employees per month.

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Organization

Unfair labor practice
(ULP)



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Violation of employee rights; act prohibited under labor relations statutes.

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Organization

Wildcat strike



2017 SHRM LEARNING SYSTEM
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DEFINITION

Work stoppages at union contract operations that have not been sanctioned by the union.

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Organization

Workforce analysis



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Systematic approach to anticipate human capital needs and data HR professionals can use to ensure that appropriate knowledge, skills, or abilities will be available when needed to accomplish organizational goals and objectives.

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Organization

Workforce management



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

All activities needed to ensure that the knowledge, skills, abilities, and other characteristics of the workforce meet current and future organizational and individual needs.

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Organization

Workforce planning



2017 SHRM LEARNING SYSTEM
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DEFINITION

Strategic process by which an organization analyzes its current workforce and determines the steps required to prepare for its future needs.

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Fold each printed sheet in half lengthwise. The left side of the document will list the term and the right side will list the definition. Tape or staple the open edges of your flashcards. Cut out your flashcards on the lines indicated. Note: There are four flashcards on each printed page.

Organization

Works councils



2017 SHRM LEARNING SYSTEM
FOR SHRM-CP/SHRM-SCP

DEFINITION

Groups that represent employees, generally on a local or organizational level, for the primary purpose of receiving from employers and conveying to employees information about the workforce and the health of the enterprise.

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Organization

Work-to-rule



2017 SHRM LEARNING SYSTEM
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DEFINITION

Situation in which workers slow processes by performing tasks exactly to specifications or according to job or task descriptions.

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