**Terminology for Feb 2**

***Modernist Theory***: based on rational knowledge, in organizations it is characterized by the existence of systems/subsystems, specialization and integration of work, the evolution of autonomous work groups and organizing based on multiple factors

***differentiation***: allocation of work by specialization, the keystone of structure

***integration***: coordination of work, the type of grouping in an organization

***vertical coordination***: the coordination and control of the work at subordinate levels

through authority, rules and policies, and planning and control systems

***lateral coordination***: the coordination among groups achieved through meetings, task forces,

coordinating roles, matrix structures and networks

***boundary-spanner***: an individual or group working across group lines, pulling functions

together to promote a product’s success (contributes to lateral coordination)

***Symbolic-Interpretive Theory***: focused on how people make and communicated meaning in particular situations; based on belief that organizational realities are produced through the interaction and experiences of its members

***reification***: to make an idea concrete

***enactment***: creating an organizational reality through members “making sense” of their environment

***objectified***: created socially in such a way as to look objective

***Postmodernist Theory***: encompasses many ideas with a shared desire to challenge modernists’ views on reality, knowledge and identity. Organizations are not orderly but rather uncertain and complex requiring a focus on plurality of thought and language (not structure and patterns). For our purposes, ***post-structuralist*** theory has the same underlying principles.

***discursive***: describes the practice of using specialized jargon or technical terminology to

feed the power/knowledge method of control

***discourse***: refers to the mindset (a partial perspective) of a particular group

***deconstruction***: a way to read and reread text in varying contexts in order to reveal the many

different interpretations produced by multiple audiences

***diffe’rance***: means to differ and to defer; the meaning of a word draws on its opposite (differ) and

the meaning of other words (defer)

***simulacra***: describes a culture in which nothing has deep meaning or underlying structure;

“what you see really IS what you get”

***hyperreality***: describes a culture in which illusion is no longer possible because reality is not

possible; living in a simulation and trying to produce what is real but “reality” is only the image

we use to define ourselves *to* ourselves.