Organizational Behaviour 4th edition King Test Bank

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Chapter 2: Organizational structure, design, and bureaucracy

Test Bank

Type: multiple choice question
Title: Chapter 02 Question 01
1) Which of the following is **not** an example of bureaucratic functioning in organizations?
Feedback: Paperwork and record-keeping, hierarchical organizational structure, policies, rules, and procedures, are all bureaucratic techniques by which the behaviour of the workforce is controlled by indirect, impersonal means rather than face-to-face. Advertising and marketing brochures give information about the organization and its products to external parties, they are not used to control the workforce in the same way that bureaucratic techniques are.
Section reference: 2.2 Emergence of large-scale organizations
a. Paperwork and record-keeping
b. Hierarchical organizational structure
*__c.__ Advertising and marketing brochures
d. Policies, rules, and procedures

Type: true-false
Title: Chapter 02 Question 02
2) Henri Fayol's five functions of management help an organization to maintain control as it grows in size.
a. True
Feedback: The five functions of management simply state what tasks managers need to achieve in order to control an organization. Planning, organizing, coordinating, commanding, and controlling are functions that are needed no matter how large or small and organization is. Rather than a means of helping to manage as an organization grows in size, they are simply things that need to be maintained as an organization grows in size – it is bureaucracy that helps to perform these five functions on a larger scale.
Section reference: 2.2 Emergence of large-scale organizations
*__b.__ False
Feedback: The five functions of management simply state what tasks managers need to achieve in order to control an organization. Planning, organizing, coordinating, commanding, and controlling are functions that are needed no matter how large or small and organization is. Rather than a means of helping to manage as an organization grows in size, they are simply things that need to be maintained as an organization grows in size – it is bureaucracy that helps to perform these five functions on a larger scale.
Section reference: 2.2 Emergence of large-scale organizations

Type: matching question
Title: Chapter 02 Question 03
3) Can you match Fayol's functions to their description?
Feedback: See section 2.2 for more detail about these five functions.
Section reference: 2.2 Emergence of large-scale organizations
a. Planning = Forecasting what is likely to happen in the future.
b. Organizing = Gathering the right staff and resources to make the organization work.
c. Commanding = Issuing orders to workers.
d. Controlling = Monitoring and tracking the work that people do.

Type: multiple response question
Title: Chapter 02 Question 04
4) Which of the following best describes the types of control that are exerted by bureaucracy? Please select all that apply.
Feedback: With a small group of people, control can be direct, face-to-face, and personal – the boss will know all of the workers personally. As an organization grows in size, however, bureaucratic hierarchies mean that control is exerted at a distance, passing indirectly through layers of hierarchy rather than direct orders being given, and enforced by impersonal rules and procedures rather than personal face-to-face contact.
Section reference: 2.2 Emergence of large-scale organizations
***a.** Impersonal
*__b.__ Indirect

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c. Face-to-face
*__d.__ At a distance

Type: true-false
Title: Chapter 02 Question 05
5) The management of workers through levels of hierarchy and through the use of rules and procedures is known as direct control.
a. True
Feedback: Direct control is management on a face-to-face basis. Once bureaucratic techniques act at a distance this becomes indirect control.
Section reference: 2.2 Emergence of large-scale organizations
*__b.__ False
Feedback: Direct control is management on a face-to-face basis. Once bureaucratic techniques act at a distance this becomes indirect control.
Section reference: 2.2 Emergence of large-scale organizations

Type: true-false
Title: Chapter 02 Question 06
6) Charles Clinton Spaulding developed his ideas about managing large-scale organizations from his experience in the mining industry.
a. True
Feedback: It was Fayol who worked in the mining industry, Spaulding managed large-scale insurance and financial companies in the USA.
Section reference: 2.2 Emergence of large-scale organizations
*__b.__ False
Feedback: It was Fayol who worked in the mining industry, Spaulding managed large-scale insurance and financial companies in the USA.
Section reference: 2.2 Emergence of large-scale organizations

Type: true-false
Title: Chapter 02 Question 07
7) The Classical Management School provides a strong critique of bureaucracy.
a. True
Feedback: The Classical Management School refers to a number of management pioneers such as Fayol and Taylor (see Chapter 3) who advocated 'one best way' approaches to management. As such they advocated techniques such as bureaucracy as a rational means to bring order to organizations.
Section reference: 2.2 Emergence of large-scale organizations
*__b.__ False
Feedback: The Classical Management School refers to a number of management pioneers such as Fayol and Taylor (see Chapter 3) who advocated 'one best way' approaches to management. As such they advocated techniques such as bureaucracy as a rational means to bring order to organizations.
Section reference: 2.2 Emergence of large-scale organizations

Type: multiple response question
Title: Chapter 02 Question 08
8) Which of the following explain how Spaulding's work differed from that of Fayol? Select all that apply.
Feedback: While Fayol and Spaulding both highlighted the importance of chains of authority and of planning, Spaulding highlighted the importance of cultural values and philosophies and emphasized community and cooperation in everyday behaviour and interaction. He brought in a 'human' aspect which was lacking in Fayol's work which emphasized the 'one best way'.
Section reference: 2.2 Emergence of large-scale organizations
a. The importance of lines of hierarchical authority
*__b.__ The importance of community and co-operation
*__c.__ The importance of cultural values
d. The importance of planning

Type: matching question
Title: Chapter 02 Question 09

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9) Look at the following aspects of bureaucracy and match them to the closest explanation of how they help to exert power and control over an organization.
Feedback: Bureaucracy is an overarching term for techniques that exert control over the organization as it grows in size. The structure, rules, and paperwork, along with applications such as timetables, are all aspects of this bureaucratic functioning and control.
Section reference: 2.3, 2.4 and 2.5 Emergence of large-scale organizations
a. Records and paperwork = Collect data about people and tasks in a standardised form to allow the efficient operation of bureaucratic functions.
b. Structure and bureaucratic hierarchy = Allows control to be delegated through the levels of an organization, with face-to-face control at each level.
c. Timetables = Orders people in space and time within an organization.
d. Rules and procedures = Standardizes behaviour across the organization through a set of prescribed approaches to different organizational tasks and functions.

Type: fill-in-blank
Title: Chapter 02 Question 10
10) The division of an organizational hierarchy into different functions is known as functional or _____ differentiation
Feedback: A hierarchy is usually divided into different branches that might represent different functions (e.g. production, finance, human resources); geographical locations or product lines. This is known as functional or horizontal differentiation, as opposed to vertical differentiation which shows the levels of command and hierarchy from the top to the bottom of an organization.
Section reference: 2.3 Bureaucratic structure and hierarchy
***a.** horizontal.

Type: fill-in-blank
Title: Chapter 02 Question 11
11) The number of workers that a manager supervises directly is known as the____ of control.
Feedback: Span of control is the number of people that a person controls in the level of the hierarchy directly beneath them
Section reference: 2.3 Bureaucratic structure and hierarchy
***a.** span

Type: multiple choice question
Title: Chapter 02 Question 12
12) Which of the following is a bureaucratic method of standardizing behaviour across an organization through a set of prescribed approaches to different organizational tasks and functions?
Feedback: Bureaucracy is an overarching term for techniques that exert control over the organization as it grows in size. Rules and procedures standardize behaviour across the organization through a set of prescribed approaches to different organizational tasks and functions.
Section reference: 2.4 Rules and procedures
a. Paperwork and record-keeping
b. Hierarchical organizational structure
c. Advertising and marketing brochures
***d.** Policies, rules, and procedures

Type: fill-in-blank
Title: Chapter 02 Question 13
13) An advantage attributed to bureaucracy is that its rules and procedures mean people are all treated in the same way. This is known as impersonal _____
Feedback: Impersonal fairness suggests that bureaucratic rules mean people are treated fairly, and not on the basis of personal biases such as nepotism, favouritism, or discrimination.
Section reference: 2.4 Rules and procedures
***a.** Fairness

Type: multiple choice question
Title: Chapter 02 Question 14
14) Which of the following features of bureaucracy allows for surveillance of worker performance to take place?

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Feedback: Bureaucracy is an overarching term for techniques that exert control over the organization as it grows in size. Paperwork and recordkeeping keep a permanent record of worker activity which can be used to exert surveillance over their performance. This has been intensified when these records are stored as computer data, which can be used as the basis for a number of performance management measures.
Section reference: 2.5 Paperwork and record-keeping
***a.** Paperwork and record-keeping
b. Hierarchical organizational structure
c. Advertising and marketing brochures
d. Policies, rules, and procedures

Type: multiple response question
Title: Chapter 02 Question 15
15) Which of the following did Max Weber believe were characteristics of bureaucracy? Please select all that apply.
Feedback: Weber did not promote bureaucracy and certainly never suggested that it should be used to manage all organizations. Whilst he outlined its faults, he did nevertheless note that it was a technically efficient form of organization. Its downsides, however, included disenchantment, the loss of surprise in life, with everything becoming routine and predictable, and the iron cage, the sense that more and more aspects of life are governed by bureaucracy.
Section reference: 2.7 Weber's critique of bureaucracy
a. It should be used to manage all organizations
***b.** It was a technically efficient form of organization
***c.** It had negative effects on people by making life routine and predictable
***d.** It dominates so many parts of life that it is difficult to escape from

Type: fill-in-blank
Title: Chapter 02 Question 16
16) Max Weber's assertion that what might be technically rational is not necessarily ethically desirable is an example of _____ rationality.
Feedback: In Weber's terms, formal rationality is that which is technically efficient, whilst substantive rationality takes into account the ethical and human consequences of that technical efficiency.
Section reference: 2.7 Weber's critique of bureaucracy
***a.** substantive

Type: multiple choice question
Title: Chapter 02 Question 17
17) Which of the following best sums up Weber's approach to bureaucracy?
a. He recommended a set of design principles through which bureaucracy could best be used to control organizations.
Feedback: This is the approach that Fayol took to bureaucracy.
Section reference: 2.7 Weber's critique of bureaucracy
b. He noted a set of dysfunctions that prevented bureaucracy from working to its optimum efficiency.
Feedback: Whilst Weber provided a critique of bureaucracy, the dysfunctions such as red tape and the bureaucratic personality were noted in a set of empirical research studies which took place in the 1950a onwards, long after Weber's death.
Section reference: 2.7 Weber's critique of bureaucracy
***c.** Whilst he noted the technical efficiency of bureaucracy, he expressed concerns about the negative effects that it was having on people and society.
Feedback: Weber noted an 'ideal type' of efficient bureaucracy, but used ideas such as disenchantment and the iron cage to note its negative effects upon people and society.
Section reference: 2.7 Weber's critique of bureaucracy
d. He noted how its power was massively increased by computer technology.
Feedback: Weber died long before the advent of computers.
Section reference: 2.7 Weber's critique of bureaucracy

Type: matching question
Title: Chapter 02 Question 18
18) Match the following scenarios to their associated dysfunctions of bureaucracy.

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Feedback: Red tape is where paperwork gets in the way of a person doing their job, in this case the teacher needing to attend to a distressed child. The bouncer is an example of a jobsworth or bureaucratic personality who implements rules to the minutest detail rather than using common sense. A mock bureaucracy is where a policy is drawn up to satisfy certain requirements but is rarely used in practice. The cashier is using their discretion – following the rules to the letter would create dissatisfied customers in an ever-growing queue, so the rules are bent a little to allow a better overall situation to prevail.
Section reference: 2.8 Dysfunctions of bureaucracy
a. A schoolteacher is unable to speak to a child in distress because she has an attendance report to complete for an impending deadline. = Red tape
b. A bouncer refuses to allow a person into a nightclub because there is a spelling mistake on the guest list which means their name is one letter different to that on their identification. = Bureaucratic personality
c. A company has an equal opportunities policy but does little in practice to implement it. = Mock bureaucracy
d. A supermarket cashier is faced with a queue because an item has been presented without a barcode. Rather than wait for an assistant to find a similar item, they remember the price and ring it through the till under a general product code. = Discretion

Type: true-false
Title: Chapter 02 Question 19
19) A police officer walks past a bar and hears a fight taking place. Rather than going straight into the bar, the officer walks around the block for 15 minutes. Upon returning, the fight has ended, everything is calm and there is nothing more for the police officer to do. This is an example of the police officer using discretion.
***a.** True
Feedback: If the officer were following the rule of law to the letter, then immediate action would be taken – the officer would go into the bar and arrest people. However, the officer seems to have decided that this intervention could inflame the situation – and that it would be better to let the fight blow itself out naturally rather than make the situation worse. In the case, the officer has exercised discretion over and above the rules.
Section reference: 2.8 Dysfunctions of bureaucracy
b. False
Feedback: If the officer were following the rule of law to the letter, then immediate action would be taken – the officer would go into the bar and arrest people. However, the officer seems to have decided that this intervention could inflame the situation – and that it would be better to let the fight blow itself out naturally rather than make the situation worse. In the case, the officer has exercised discretion over and above the rules.
Section reference: 2.8 Dysfunctions of bureaucracy

Type: multiple choice question
Title: Chapter 02 Question 20
20) When Sara Ahmed (2012) describes diversity policies which exist on paper but which are not put into effect in practice, which dysfunction of bureaucracy is she describing?
Feedback: Mock bureaucracy is where a policy exists but is largely ignored. Sara Ahmed suggests that this often happen with diversity policies which are done for show rather than having any meaningful effect on the people that they are meant to benefit.
Section reference: 2.8 Dysfunctions of bureaucracy
***a.** Mock bureaucracy
b. Red tape
c. Discretion
d. Bureaucratic personality

Type: fill-in-blank
Title: Chapter 02 Question 21
21) The inability of workers to take on new tasks and ideas beyond the narrow confines of their role is called trained _____
Feedback: Trained incapacity is where workers are so reliant on rules and procedures to do their task, they become unable to think for themselves when approaching new tasks and situations.
Section reference: 2.8 Dysfunctions of bureaucracy
***a.** incapacity.

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Type: multiple choice question
Title: Chapter 02 Question 22
22) 'The world has become too fast-moving and dynamic for traditional organizational structures.' Which of the following perspectives best describes this statement?
Feedback: Post-bureaucracy recognises the contemporary turbulent environment, and suggests less rigid organizational structures to respond to this
Section reference: 2.9 From bureaucracy to post-bureaucracy
a. Pre-Fordism
b. Post-Fordism
c. Pre-bureaucracy
***d.** Post-bureaucracy

Type: fill-in-blank
Title: Chapter 02 Question 23
23) An organization which has a traditional bureaucratic hierarchy, but also places workers into cross-departmental project teams which have their own separate line managers, is said to have a_____structure.
Feedback: The matrix structure looks more like a grid than the traditional organization chart
Section reference: 2.9 From bureaucracy to post-bureaucracy
***a.** matrix

Type: multiple choice question
Title: Chapter 02 Question 24
24) Which of the following best describes a matrix structure?
Feedback: Post-bureaucracy recognises the contemporary turbulent environment, and suggests less rigid organizational structures, such as a matrix structure, to respond to this
Section reference: 2.9 From bureaucracy to post-bureaucracy
a. A top-down hierarchical structure
b. A flat structure with no levels of hierarchy
c. A traditional organizational structure designed to take account of environmental factors such as size and technology
***d.** An organizational structure with cross-departmental project teams, and with horizontal and vertical lines of command

Type: true-false
Title: Chapter 02 Question 25
25) Bureaucracy works best where there is an uncertain environment facing an organization, and where they may need to be flexible and respond to changes quickly.
a. True
Feedback: Bureaucracy works well in a stable environment – where there is a simple, repetitive task to be performed and which is not likely to change quickly. The rules and structures of bureaucracy can, however, be inflexible and slow to change – they are not suitable when rapid change and flexibility is required.
Section reference: 2.9 From bureaucracy to post-bureaucracy
***b.** False
Feedback: Bureaucracy works well in a stable environment – where there is a simple, repetitive task to be performed and which is not likely to change quickly. The rules and structures of bureaucracy can, however, be inflexible and slow to change – they are not suitable when rapid change and flexibility is required.
Section reference: 2.9 From bureaucracy to post-bureaucracy

Type: fill-in-blank
Title: Chapter 02 Question 26
26) The ____ sector of an organization's environment is where the influence of consumer tastes, fashions, and opinions lies.
Feedback: An example where the social sector of an environment might cause pressure for change could be changing public perceptions of the importance of environmental issues
Section reference: 2.9 From bureaucracy to post-bureaucracy
***a.** social

Type: matching question

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Title: Chapter 02 Question 27
27) Match the following sectors of an organization's environment to their description.
Feedback: The four sectors make up the PEST model and show factors external to an organization which can have an impact upon the organization's activities.
Section reference: 2.9 From bureaucracy to post-bureaucracy
a. Political = Policies and laws made by various levels of government
b. Economic = Factors such as consumer demand and exchange rates
c. Social = Consumer tastes, fashions, and opinions
d. Technological = The latest innovations and machinery

Type: true-false
Title: Chapter 02 Question 28
28) The contemporary environment is much more stable and predictable than in the days of the industrial revolution when rational organization was founded.
a. True
Feedback: The contemporary environment is characterized as being much more unstable and unpredictable than in the days when rational organization was founded, leading some theorists to question whether rationalization is appropriate for today's less stable world.
Section reference: 2.9 From bureaucracy to post-bureaucracy
*__b.__ False
Feedback: The contemporary environment is characterized as being much more unstable and unpredictable than in the days when rational organization was founded, leading some theorists to question whether rationalization is appropriate for today's less stable world.
Section reference: 2.9 From bureaucracy to post-bureaucracy

Type: fill-in-blank
Title: Chapter 02 Question 29
29) The turbulent, changeable, and dynamic nature of the contemporary world is described by Bauman (2000) as _____ modernity.
Feedback: Liquid modernity is Bauman's term used to describe the fluid and dynamic nature of our contemporary world, much less static and stable than when rationalization was founded.
Section reference: 2.9 From bureaucracy to post-bureaucracy
***a.** liquid

Type: multiple response question
Title: Chapter 02 Question 30
30) Which of the following might be features of post-bureaucratic organizations, such as Google and Oticon? Please select all that apply.
Feedback: Post-bureaucratic structures tend to remove both physical structures, such as walls and fixed desks, and abstract structures such as rules, hierarchies, and job roles. They would not have fixed jobs and roles, or hierarchies with many levels – these are seen as part of the more traditional bureaucracy.
Section reference: 2.9 From bureaucracy to post-bureaucracy
a. Fixed job roles and descriptions
*__b.__ Removal of walls and fixed desks
c. Hierarchy with many levels
*__d.__ Minimal rules and procedures

Type: fill-in-blank
Title: Chapter 02 Question 31
31) The ____ is a concept that helps describe the random connections made by organizations as they operate through global computer networks.
Feedback: The rhizome is different to traditional organizational structures and hierarchies, and instead shows that cyberspace is a series of interconnections that can seem random and unpredictable.
Section reference: 2.10 Bureaucratic control and coordination in digitized organizations
***a.** rhizome

Type: multiple response question
Title: Chapter 02 Question 32

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32) Which of the following describe organizations which use data to process increasing amounts of their activity? Please select all that apply.
Feedback: Zuboff's informated organization described organizations encoding more and more of their activities into computer data. This is similar to Blackler's implosion of organizations into computer code, he adds to this by noting how this code 'explodes' into computer networks. This may well be a part of Bauman's liquid modernity, but Bauman does not specifically address computer data. Weber wrote at a time before computers were invented.
Section reference: 2.10 Bureaucratic control and coordination in digitized organizations
a. Weber's (1958) iron cage of rationality
***b.** Zuboff's (1988) informated organization
***c.** Blackler's (1995) implosion and explosion of organizations
d. Bauman's (2000) liquid modernity

Type: fill-in-blank
Title: Chapter 02 Question 33
33) Workers such as cycle couriers who are self-employed but perform tasks which are controlled by the data and algorithm of one organization are said to work in the ___ economy
Feedback: In the gig economy, bureaucratic functions such as control and co-ordination are performed by data and algorithms which deliver commands directly to a worker's phone.
Section reference: 2.10 Bureaucratic control and coordination in digitized organizations
***a.** gig

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