Organization Theory - Management and Leadership Analysis 2nd edition Blomberg Test Bank

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Multiple-Choice Questions

Chapter 1: An introduction to organization theory, management and leadership analysis

1. The subject of organization theory can be said to deviate from other academic subjects in business administration. In what way?

a. It is even more specialized and technically advanced compared to, for example, marketing and accounting.

b. It is certainly theoretically advanced but lacks the practical relevance that, for example, marketing and accounting has.

c. It is certainly a specialized discipline, but it is also about how other subjects and its practical applications can be integrated into a functional whole.

d. It is not a specialized discipline. It rather concerns how other subjects and its practical applications can be integrated into a functioning whole.

Ans: C

2. Given the currently dominant popular picture of successful business, it is easy to miss the following basic function that all organizations can be said to fill.

a. They stabilize, discipline and control human behaviour.

b. They dissolve sluggishness and stimulate creativity.

c. They increase diversity and create more free societies.

d. They exploit nature and make people unhappy.

Ans: A

3. One of the following activities can complicate critical thinking and re-framing – Which?

a. Work in new, alien contexts.

b. The choice to apply a theory that is previously unknown to the analyst.

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c. Long and in-depth studies of theory/perspective that you like and recognize yourself in.

d. Long and in-depth studies of theory/perspective one initially finds difficult for.

Ans: D

4. Theory-driven analysis can be an efficient way to re-frame empirical impressions and to stimulate critical thinking. But some analytical strategies can rather lead to a reduced ability to re-frame and instead stimulate narrow-mindedness. Which analytical strategy does not stimulate re-framing and risks increasing narrow-mindedness?

a. That you analyse a phenomenon with a theory that you have expertise in.

b. That you analyse a phenomenon with a theory you dislike.

c. That you analyse a phenomenon with several different theories.

d. That you analyse a phenomenon with theories that are not usually used in analysing this phenomenon.

Ans: A

5. According to the first chapter of the textbook, the four basic frameworks can be divided into two main groups. Which of the following alternatives name these two groups:

a. ‘Modern’ and ‘postmodern’.

b. ‘Modern’ and ‘contemporary’.

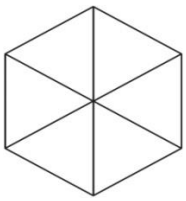
c. ‘Normative’ and ‘subjective’.

d. ‘Normative’ and ‘explanatory’.

Ans: B

6. In the first chapter of the textbook, the following figure is interpreted as representing completely different things. Which of the following alternatives is NOT one of these interpretations?

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a. It represents a three-dimensional cube.

b. It represents a so-called panopticon.

c. It represents an umbrella from above.

d. It represents an army tent from above.

Ans: B

Chapter 2: Structures, formalized processes and rational decisions – The basics of the structural framework

1. Which of the following options IS a basic assumption (as formulated in the textbook) for the structural framework?

a. Organizations exist because they reduce individual freedom and creativity.

b. People are motivated and driven by maximizing their social recognition, their prestige and hierarchical position.

c. Well-advanced division of labour/specialization leads to efficiency.

d. Coordination is best done through horizontal control and horizontal communication solutions.

Ans: C

2. Which of the following options IS a basic assumption (as formulated in the textbook) for the structural framework?

a. Organizations exist because they reduce individual freedom and creativity.

b. People are motivated and driven by maximizing their social recognition, their prestige and hierarchical position.

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c. People are motivated to work through material rewards (pay), clear, formalized job descriptions (information/rules) and control.

d. Coordination is best done through horizontal control and horizontal communication solutions.

Ans: C

3. 'Flow efficiency' is defined at the beginning of the textbook's structural framework as...

a. ... a combination of internal and external efficiency.

b. ... external efficiency with an additional focus on resource utilization.

c. ... system efficiency but with an add-on in the form of employee perceived satisfaction.

d. ... it was valued by the customer through the actual passing period.

Ans: D

4. 'System efficiency' is defined at the beginning of the textbook's structural framework as_____

a. a systematic combination of internal, external and flow efficiency.

b. include both efficiency and effectiveness but adds a time or change dimension.

c. external efficiency with an additional focus on resource utilization.

d. flow efficiency but with an add-on in the form of employee perceived satisfaction.

Ans: B

5. According to the textbook's description of the structural framework, one can divide/specialize work/labour according to different principles. Which of the following alternatives is described as 'the first developed form of organization', applied as far back in time as we can say anything about human organization?

a. Division of labour based on product.

b. Division of labour based on function.

c. Division of labour based on price.

d. Division of labour based on process.

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Ans: B

6. According to the textbook's description of the structural framework, one can divide/specialize work/labour according to different principles. Which of the following alternatives does NOT constitute one of these principles?

a. Division of labour based on product.

b. Division of labour based on location.

c. Division of labour based on price.

d. Division of labour based on process.

Ans: C

7. Which of the following options is NOT one of the five subcomponents that together constitute the structural configurations in Mintzberg's model in the structural framework?

a. Strategic apex (top).

b. Staff functions.

c. Technostructure.

d. Middle managers.

Ans: B

8. Which of the following options is NOT one of the six dimensions and situational dependencies that Mintzberg believes determines an effective organizational structure?

a. The economic balance of the organization.

b. The size and age of the organization.

c. The organization's strategy.

d. The organization's information technology.

Ans: A

9. Which of the following options is NOT one of the six dimensions and situational dependencies that Mintzberg believes determines an effective organizational structure?

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