

Multiple choice questions

To be used for examination or in exercises

Correct answer in **bold**

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.

2. Given the currently dominant popular picture of successful business, it is easy to miss the following basic function that small 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.

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

- a. Working in new, alien contexts.
- b. Having the choice to apply a theory that is previously unknown to the analyst.
- c. Long and in-depth studies of theory/perspective that you like and identify with.
- d. Long and in-depth studies of theory/perspective one initially finds difficult in.**

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. Analysing a phenomenon with a theory that you have expertise in.

b. Analysing a phenomenon with a theory you dislike.

c. Analysing a phenomenon with several different theories.

d. Analysing a phenomenon with theories that are not usually used in analysing this phenomenon.

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

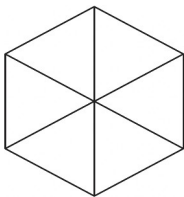
a. 'Modern' and 'postmodern'.

b. 'Modern' and 'contemporary'.

c. 'Normative' and 'subjective'.

d. 'Normative' and 'explanatory'.

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



a. It represents a three-dimension cube.

b. It represents a so-called panopticon.

c. It represents an umbrella from above.

d. It represents an army tent from above.

Chapter 2: Structures, formalized processes and rational decisions

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. 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.

2. '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. valued by the customer through the actual passing period.**

3. According to the textbook's description of the structural framework, one can divide/specialize work/labour according to different principles. Which of the alternatives below 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.

4. 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.

5. 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.
6. Which of the following options is NOT a strength of machine bureaucracies?
- a. Maximizes economies of scale.
 - b. Maximizes repetition.
 - c. Maximizes predictability.
 - d. Maximizes external efficiency.**
7. Which of Mintzberg's five structural configurations is closest to Weber's classic formulation of the formally rational bureaucracy?
- a. Professional bureaucracy.
 - b. Machine bureaucracy.**
 - c. Divisionalized structure.
 - d. Divisional bureaucracy.
8. What is the function of the technostructure? Choose the option that is best matched by the textbook's description of Mintzberg's model.
- a. To be the company's strategic management.
 - b. To formalize processes in an adhocratic structure.
 - c. To control the operational core.**
 - d. To support the operational activities.
9. Which of the listed structural configurations (in Mintzberg's model) is at least similar to Weber's classic formulation of the formally rational bureaucracy?
- a. Professional bureaucracy.
 - b. Adhocracy.**
 - c. Machine red tape.
 - d. Simple structure.
10. A strength with the simple structure (in Mintzberg's model) is that it is flexible. But sometimes it can become less flexible, when?
- a. When the manager misses the need for change due to a great focus on detail.**
 - b. When the manager engages in major strategic issues instead of day-to-day operations.

- c. When employees follow the manager's directive instead of taking their own initiatives.
- d. When employees take their own initiatives instead of following the manager's instructions.

