

Total Exam is worth 70 points.

Part One: Organizations as Machines

(1) Classical management theory asserts that organizations can be *rational* systems that operate in as *efficient* a manner as possible. [2 points per blank, 4 points total]

(2) Who does Morgan describe as a “prototype of mechanistic organization” in his approach to managing the military?

- (a) *Frederick the Great of Prussia*
- (b) Alexander the Great
- (c) Napoleon
- (d) Hitler
- (e) None of the Above

[1 point]

(3) List two weaknesses of the mechanized approach to management:

- *Assumptions of homogeneity*
- *Encourages a “mindless” attitude*
- *Hard for people to feel involved/demoralization*
- *Difficult to innovate/change*

[2 points per weakness, 4 points total]

(4) What does Herb Simon call the idea that people are only partly rational?

Bounded Rationality [2 points]

(5) The machine metaphor for organizations works best when:

- a) The parameters are unknown
- b) *One wishes to produce the exact same thing every time*
- c) Human workers have agency to do what is best
- d) The environment is variable

[1 point]

(6) A smooth flow of work in the print shop in the Bowers article involves:

- a) the ability for some operators to be occupied while others are idle
- b) *ensuring that no job needlessly ties up the shopfloor while other jobs are waiting*
- c) allowing machines to be used for other purposes beyond those associated with their best capabilities
- d) preparing workers and machines for uneven distribution of work amongst them

[1 point]

(7) How does Bowers describe workers as accomplishing a smooth flow of work through the shopfloor (check all that apply):

- prioritizing work
- anticipating work
- supporting each other's work and knowing the machines
- identifying and allocating interruptible work

[4 points, 1 point per line]

(8) How did the introduction of workflow technology disrupted the work in the printshop floor in the Bowers article (circle all that apply)?

- Imposition of procedure
- Work as processes in parallel (*the technology forced them to work in sequence*)
- Additional overhead required to log activities
- Individualization of work to single operators

[4 points, 1 point per line]

(9) Bowker argues that a key outcome of the work of information scientists is the design and implementation of information infrastructures. [2 points]

(10) Why, according to Bowker, is the International Classification of Diseases (ICD) so well-adapted?

*“Because it developed integrally with the modern state and new information technology.”
I will accept anything that argues that the classification system emerged alongside BOTH the HUMAN and the TECHNICAL.* [4 points]

Part Two: Qualitative Methods

(11) What are the two primary outcomes we talked about qualitative research producing when studying organizational information systems?

1. *Pain points*
2. *Best practices*

[4 points]

(12) Name three of the five things you should consider when determining your research question:

1. *Does it interest me?*
2. *Is it a problem that’s amenable to scientific inquiry?*
3. *Do I have the right resources?*
4. *Can I answer this question ethically?*
5. *Is the topic of practical or theoretical interest?*

[6 points]

(13) Design Flexibility enables you to be open to adapting your inquiry when your understanding deepens and situations change. [2 points]

(14) To ensure you have covered all the appropriate types of people and situations in a study, you might need to sample. [2 points]

(15) The instrument of data collection in a qualitative study is the researcher. [2 points]

(16) The instrument of analysis in a qualitative study is the researcher. [2 points]

(17) When you become one of the people in your study, it is called *Going Native*. This phenomenon is challenging, because *their perspective now is yours*. (Also will accept that you can no longer see the issues, or something like that). [4 points]

(18) Name the three techniques for managing bias in qualitative research:

- *Triangulation: gathering data from multiple sources*
- *Leaving the field: taking time away from the setting*
- *Maintaining personal diaries: a way of expressing your biases*

[6 points, 2 for each correct answer]

(19) Name one pro and one con of using video recording in qualitative research:

Pros:

- *Full data capture*
- *Available long-term and to a variety of research team*
- *Compelling materials in presentations of results*

Cons:

- *It makes researchers lazy*
- *It can be invasive, blocked, or unethical*

[2 points]

(20) Name the two types of observation and describe their differences briefly (hint: their names are really similar):

Participant Observation:

- *Joining culture as a full member, participating in activities of culture*
- *You'll do many/most/all the things members of the group you are studying do*
- *You'll additionally observe and take notes*

Non-participant Observation:

- *Sometimes you can not participate*
- *You watch people doing what they do*

[8 points, 1 for each type and 3 for each description]

(21) Describe the four types of things on which you might take notes during a qualitative research study:

Space: *Describe the physical properties of the space you are observing*

Time: *Note the time of recording, date, time, place*

Integrate materials: *If you get a handout, make a note of it in your notes (referencing)*

Names: *Usually better not to use their real names, get into a habit of coding*

[4 points]

(22) Types of paper recordings for an observational study we discussed in class include:

- a) Jottings
- b) Diary
- c) Full Notes
- d) *All of the above*

[1 point]

Bonus Point: What kind of workers would do best in an organization built on Fordism and Taylorism? Hint: Will Smith, Arnold Schwarzenegger, and Shia LaBeouf have all starred in movies about them.

Robots