

162W Midterm Two

Part One: Organizations as Organisms

1 (1) What did the Hawthorne Studies of lighting conditions for factory workers done in the 1920s and 1930s show?

- a) Management must be monitored or else they will hurt workers
- b) *Social needs, such as being observed, are important in the workplace*
- c) Local economic conditions aren't important
- d) Gossiping is always positive in the workplace
- e) Workers are lazy

1 (2) Because they recognized that design, culture, and organizations are all important and cannot be separated, the Tavistock Institute as part of their work on industrial democracy found that organizations are best understood as:

- a) *sociotechnical systems*
- b) bicycles
- c) agencies of totalitarian control
- d) works of art
- e) finite state machines

1 (3) Organic management styles work best:

- a) *during times of change*
- b) in stable organizations within stable environments
- c) for factories producing the same things all the time
- d) for large universities with several layers of management
- e) all of the above

1 (4) Which of these is not a species of organization identified by Mintzberg?

- a) machine bureaucracy
- b) divisionalized form
- c) *technodemocratic meritocracy*
- d) simple structure
- e) adhocracy

5 (5) Match these:

Molecules – E.	A. Types of Organizations
Cells - D	B. Social Ecology
Complex organisms – C.	C. Organizations
Species – A.	D. Groups
Ecology - B	E. Individuals

3 (6) What is the key shift brought on by the population ecology view of organizational theory?

from whether an individual organization survives or fails and now about how different species of organizations rise and fall

2 (7) Information systems can support **competition** between different organizations by (check all that apply):

Improving internal organizational efficiency

Increasing communication between organizations

Improving bargaining power between organizations

Improving supply chain efficiency and connections among organizations

Reducing the amount of time people spend on facebook

Part Two: Observational Study Methods

6 (8) Describe the difference between inductive and deductive analysis

- *Inductive: Let the analytic themes emerge from the study of the data
Happens in the exploratory phases of analysis
Early to middle phases of explanation development*
- *Deductive: Happens in the confirmatory stage of analysis; Starting with a hypothesis for data analysis*

1 (9) The primary instrument for data analysis is you/the researcher.

2 (10) What are two of the three ways you can handle bias in data analysis?

- *Triangulation*
- *Alternate explanations*
- *Embrace data that doesn't fit in*

4 (11) Why is it important to step back and ask why you've been studying this (also known as normalizing)? How might you do this?

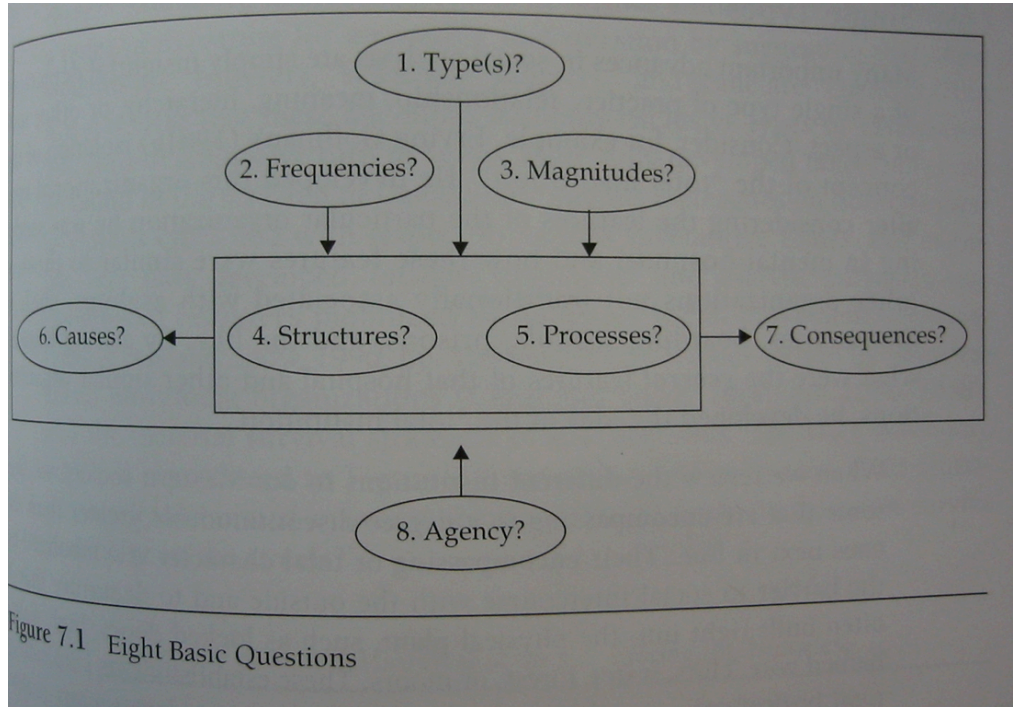
Because after an intense period of data gathering its easy to lose sight of what's going on.

Revisit the original questions, revisit the notes you took when first starting project, revisit the notes you took from the literature.

3 (12) What are the "ABC's" of a timeline of observation:

- *Antecedent*
- *Behavior*
- *Consequence*

4 (13) Framing is about making your analysis empirically compelling, illuminating, and important. Framing involves asking eight basic questions. Complete them in the chart below:



Part Three: Organizations as Cultures

6 (14) Culture is a system of attitudes and meanings, made up these three things (explain them):

- Shared Norms: *the way we do things around here*
- Values: *the things we care about*
- Assumptions: *what I can expect of others*

2 (15) Organizational culture is expressed **explicitly** by the organizational leadership (check all that apply):

Rarely

Often

Potentially only in trainings

Always

In IT requirements documents

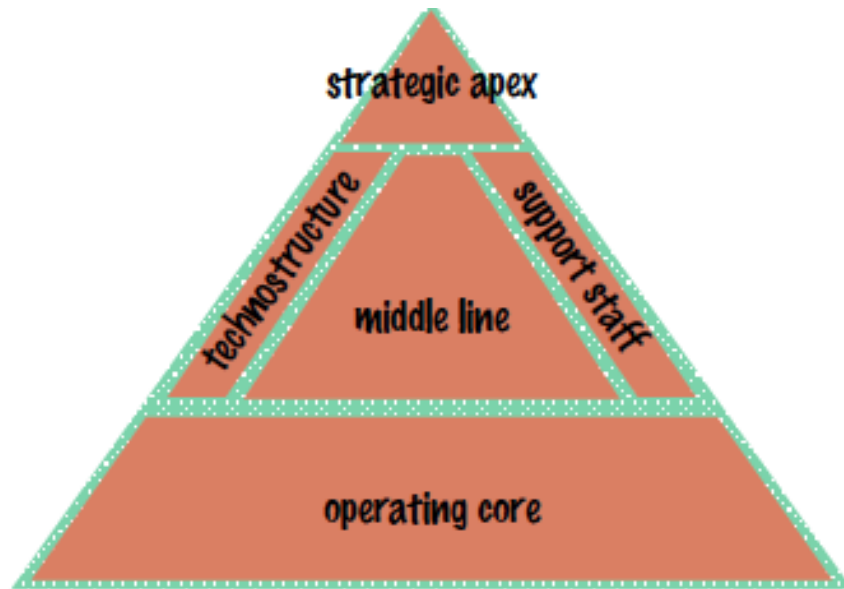
3 (16) How is the use of statistics in business like magic in tribal societies?

- *in primitive societies magic is used for forecasting the future; in business statistics is, but neither can really determine the future*
- *when things fail, the magician/analyst is never discredited. They blame execution of the act or the model. The appearance of rationality is preserved.*

3 (17) Whereas a machine metaphor leads us to think about business process engineering, the culture metaphor makes us think about values engineering. What does this mean?

Values engineering is about making systematic changes to corporate or organizational culture through explicit/engineering style changes.

5 (18) Complete the five quadrants in the pyramid that demonstrates the units of an organization:



3 (19) Describe how support staff are distinguished from technostructure (hint: the answer is in terms of what they provide to the rest of the organizations):

support staff largely provide services

technostructure largely provides advice

1 (20) Which organizational metaphor makes the most sense when describing the strategic apex?

Organism

1 (21) What organizational metaphor makes the most sense when describing the operating core?

Machine

6 (22) How do the following units seek power?

- Strategic apex: *seeks direct control*

- Operating core: *seeks to minimize administrative influence*

- Middle line: *seeks autonomy through balkanization*

5 (23) Imagine a housing company. What organizational form do each of these housing companies take?

- Small company with a strong architect and general contractor
 - *Simple structure*

- Unskilled labor mass-producing cookie-cutter houses
 - *Machine bureaucracy*

- Many skilled designers and construction workers
 - *Professional bureaucracy*

- Large company with many strong architects
 - *Divisional form*

- A firm focused on custom homes and awards for architectural innovation
 - *Adhocracy*

6 (24) How did the different groups in the Grudin article on email, calendaring, and organizational form feel about reminders? Why?

Individual contributors: *liked reminder. Didn't use their calendars very often.*

Managers: *Hated reminders, knew their calendars inside and out*

Executive level: *Exec calendars booked so far in advance, conversion software was needed to prevent secretaries having to type a ton of stuff. Reminders totally useless.*

3 (25) Describe how the **reward structure** at Alpha (Orlikowski article) influenced the adoption of Notes:

-- *Learning a new system is not billable. Entering information into Notes is not billable*

Part Four: Political Systems

2 (26) Which of the following was ruled by an authoritarian manager (check all that apply)?

Ford under Henry Ford Jr.

UCI under Chancellor Drake

ITT under Harold Geneen

The United States under George Washington

4 (27) What is the difference between task and career interests?

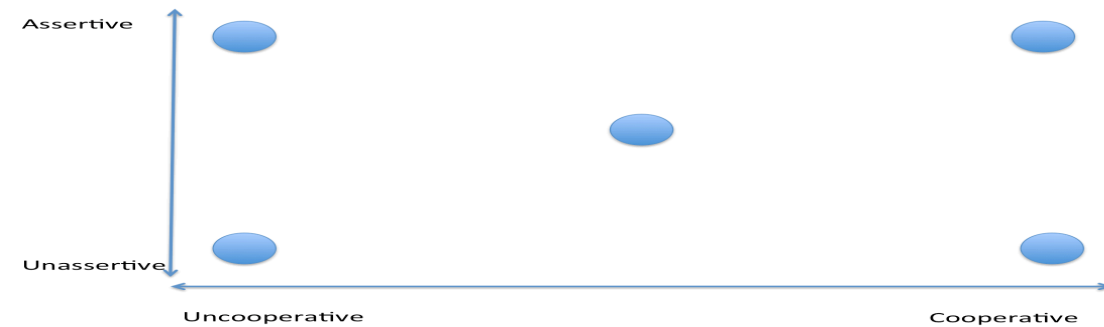
Task Interests are related to the work one has to do

Career Interests are related to career aspirations but not specific work

2 (28) What is the primary example used of a counterorganization, particularly in an environment like a factory?

Trade Unions (or just unions)

5(29) Label the five conflict handling modes on this graph:



Competing

Collaborating

Compromising

Avoiding

Accommodating

Part Five: The Dark Side of Organizations

2(30) Domination is pursuing the goals of the few through the work of the many.

I would also take something like leaders or management or the organization for the first and workers or minions for the second.

3(31) What is the difference between the primary and secondary labor sectors?

Primary is worthy of investment, white collar. Secondary is lower-skilled and lower-paid, more easily disposed/replaced

2 (32) Information technology can make people feel less secure in their jobs. Why?

Increased surveillance, increased outsourcing (give them credit as long they get one)

They could also say something like increased pressure to work from home, damaging home life, but I'd only give half credit for that.

1 (33) Name one positive impact of multinationals:

economic development, job creation, delivery of capital, technology, and expertise

1 (34) Name one negative impact of multinationals:

exploitation, reduction of raw materials, slave labor, damage to local economy, health and safety hazards, environmental issues

BONUS POINT:

In class we talked about how organizations can't always change, and so sometimes an entire industry or type of organization disappears (or nearly disappears). What's an example?

Here are the ones I used in class, but others that are similar are good too.

Shop around the corner -> Barnes and Noble → Amazon

Blockbuster → Netflix & RedBox → Streaming