



UNIVERSITY  
OF SKÖVDE

School of

## WRITTEN EXAMINATION

Course: Organization and management II

Examination

Course code: FÖ314G

Credits for written examination: 5 credits

Date: 2025-03-07

Examination time: 14:15-19:30

Examination responsible: Annica Bragsjö Hultén

Teachers concerned: Tony Pehrson, Johanna Frödelius, Jonna Kilstam

Aid at the exam/appendices: No

Other

The written examination consists of 4 essay questions and 20 multiple-choice questions

- Instructions
- ☐ Take a new sheet of paper for each teacher.
  - ☒ Take a new sheet of paper when starting a new question.
  - ☒ Write only on one side of the paper.
  - ☒ Write your name and personal ID No. on all pages you hand in.
  - ☒ Use page numbering.
  - ☒ Don't use a red pen.
  - ☒ Mark answered questions with a cross on the cover sheet.

Grade points

U: 0–24,5 points

G: 25–37,5 points

VG: 38–50 points

**Examination results should be made public within 18 working days**

*Good luck!*

Total number of pages



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## Written examination Organization and Management II (FÖ314G) 2025-03-07.

The exam consists of **four essay questions and twenty multiple-choice questions**.  
A minimum of 25 points is required for G. A minimum of 38 points is required for VG.

### Part 1, essay questions (30 points)

1. *The Structural frame* and *the Symbolic frame* represent two different approaches that can be used to understand organizations.
  - a. Explain how *the Structural frame* defines the design and coordination of an organization. Provide examples of structural elements such as roles, responsibilities, and hierarchies, and discuss how these contribute to organizational effectiveness. (4 p)
  - b. From *the Symbolic frame*, discuss how organizational culture, rituals, and stories shape an organization's identity and influence behavior. How can symbols create a sense of community or shared purpose within an organization? (4 p)
2. *The Human Resource frame* and *the Political frame* represent two different approaches that can be used to understand organizations.
  - a. Describe how *the Human Resource frame* views the relationship between an organization and its employees. Explain the importance of employee needs, motivation, and development, and how they contribute to organizational success. (4 p)
  - b. Using *the Political frame*, analyze how power, conflict, and coalitions influence decision-making within organizations. Discuss the role of interest groups and how political behavior can both support and challenge organizational goals. (4 p)
3. Leadership can have both a positive and a negative impact on an organization.
  - a. Explain the meaning of effective and ineffective leadership *from the Political frame, the Structural frame, and the Symbolic frame*. (3 p)
  - b. Choose an organization you are familiar with and give a detailed example of good leadership and poor leadership, based on the *Human Resource frame*. Explain why your examples reflect Human Resource leadership and how they might impact the organization (4 p)



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4. A management concept can be defined as a legitimized recipe for how parts of an organization should be structured.
  - a. Describe the basic idea of the concept Lean Management and how adoption of this concept could benefit an organization of your choosing? (3 p)
  - b. Analyze why the organization might choose to adopt the concept of Lean Management by providing an account from both *the tools perspective* and *the symbols perspective* (4 p)

## Part 2, multiple-choice questions (20 points)

5. What are the three common fallacies when dealing with organizational problems?
- a. Blaming coordination, blaming complexity, blaming the thirst for power
  - b. Blaming managers, blaming complexity, blaming bureaucracy
  - c. Blaming the people, blaming the bureaucracy, blaming the thirst for power
  - d. Blaming the people, blaming coordination, blaming managers
6. Which option is NOT a source to organizational uncertainty?
- a. We are not sure what we want
  - b. We are not sure if it is worth the effort
  - c. We are not sure how to determine if we have succeeded
  - d. We are not sure what is really happening
7. Which of the following options is NOT a key concept of the *Symbolic frame*?
- a. Rituals
  - b. Myths
  - c. Hierarchy
  - d. Stories
8. Which frame would most likely address conflicts between departments over resource allocation?
- a. Political
  - b. Human Resource
  - c. Symbolic
  - d. Structural

**9. The Hawthorne study showed that people perform better when...**

- a. Employees experience a high degree of structure
- b. Employees feel seen
- c. The lighting is optimal for the task
- d. Breaks are evenly distributed throughout the workday

**10. Mintzberg's five structural configurations can be linked to *the Structural frame*, but which option is NOT the name of one of these five structural configurations?**

- a. The Machine Bureaucracy
- b. The Complex Structure
- c. The Adhocracy
- d. The Divisionalized Form

**11. Which of the following options does NOT describe the meaning of a metaphor?**

- a. A metaphor transfers meaning from one thing to another
- b. Different metaphors can capture different aspects of a phenomenon, such as an organization
- c. A metaphor connects two phenomena that are quite different but not completely unrelated
- d. The best metaphor perfectly represents reality

**12. Which statement about frames is false?**

- a. A frame can be understood as a mental model.
- b. In complex situations, it is important to rely on only one frame
- c. A frame can help determine how different situations should be managed
- d. Shifting frames can encourage creative thinking



- 13. Which of the following is NOT one of the structural tensions identified in Bolman and Deal?**
- a. Underuse versus Overload
  - b. Efficiency versus Flexibility
  - c. Irresponsible versus Unresponsive
  - d. Too loose versus too tight
- 14. Which of the following behaviors is NOT consistent with Argyris' view that organizations treat employees like children?**
- a. Employees form alliances to address power imbalances
  - b. Employees resist by restricting output, deception, featherbedding, or sabotage
  - c. Employees become more active and take more responsibility for their work
  - d. Employees withdraw by chronic absenteeism, quitting, or becoming apathetic
- 15. Which of the following actions is NOT consistent with the skills required for a manager acting as a politician?**
- a. Enforcing the formal rules
  - b. Networking and building coalitions
  - c. Bargaining and negotiation
  - d. Agenda setting
- 16. Which option provides a correct explanation of the *Symbolic frames* metaphor and view of leadership?**
- a. The metaphor is "theater," the view of leadership is "defense"
  - b. The metaphor is "factory," the view of leadership is "empowerment"
  - c. The metaphor is "theater," the view of leadership is "inspiration"
  - d. The metaphor is "factory," the view of leadership is "social architecture"

**17. Which option is most closely associated with *the symbolic frame*?**

- a. Institutional theory
- b. Expectancy theory
- c. Theory X and Theory Y
- d. Maslow's Hierarchy of Needs

**18. Which option describes a weakness of the political frame?**

- a. Risk of losing opportunities for rational discourse, cooperation, and hope
- b. Risks overestimating the power of authority and underestimating the authority of power
- c. Risks ignoring everything outside the rational scope of data, tasks, policies etc.
- d. Risks being too optimistic about integrating individual and organizational needs

**19. Which of the following options does NOT fit the concept of organizations as multiple realities?**

- a. We observe and interpret what is happening from different lenses or perspectives
- b. People who observe the same events reach the same conclusions of what is happening, no matter their previous individual experiences
- c. A manager who has the ability to shift frames can create opportunities for more options for actions
- d. People's perspectives and interpretations of events are what determines how they think and act

**20. Which of the following options is a characteristic of *Structural leadership*?**

- a. Being visible and accessible
- b. Building linkages to key stakeholders
- c. Focusing on implementation
- d. Leading by example

**21. What is a key characteristic of institutionalized organizational recipes from *the symbols perspective*?**

- a. They are strictly practical tools for improving efficiency
- b. They are rationalized symbols representing values like efficiency and progress
- c. They are primarily created for financial gain
- d. They are chosen based solely on scientific evaluation

**22. Which of the following options best describes a difference between *the tool perspective* and *the symbols perspective*?**

- a. The tool perspective emphasizes symbolic identity, while the symbol perspective focuses on efficiency
- b. The tool perspective focuses on myths, while the symbol perspective ignores cultural influences
- c. The tool perspective values social norms, while the symbol perspective values scientific methods
- d. The tool perspective sees recipes as instruments for solving problems, while the symbol perspective views them as carriers of meaning and legitimacy

**23. Which option is most closely associated with *outsourcing*?**

- a. Increasing internal staff and infrastructure to handle non-core functions
- b. Focusing on key strengths and using expertise from other organizations
- c. Minimizing the use of external partners
- d. Investing heavily in technology for in-house management

**24. Which of the following statements about management concepts is FALSE?**

- a. Management concepts are intangible ideas that spread and then materialize in organizations
- b. Management concepts offer universal solutions to organizational dilemmas and challenges
- c. Management concepts cannot be adapted to fit local contexts
- d. Management concepts can be seen as "building blocks" rather than finished "organizational forms"





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## Answer sheet multiple-choice questions

Option	A	B	C	D
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