

School of

## WRITTEN EXAMINATION

Course: Organization and management II

Examination

Course code: FÖ314G

Credits for written examination: 5 credits

Date: 2025-01-14

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

## Written examination Organization and Management II (FÖ314G) 2025-01-14.

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 Human Resource frame* and *the symbolic frame* represent two different approaches that can be used to understand organizations.
  - a. Describe and discuss the core assumptions and content of *the HR frame* and *the symbolic frame*. (4 p)
  - b. In both of the above frames, groups are important. Describe and discuss how the two frames view group building, as well as the advantages and disadvantages of each frame. (4 p)
2. *The structural frame* and *the political frame* represent two different approaches that can be used to understand organizations.
  - a. Describe and discuss the core assumptions of *the structural frame* and *the political frame*. (4 p)
  - b. In *the structural frame*, coordination is an important element. Coordination can occur in several ways; explain these methods, why coordination is important, and when one method is more appropriate than another. (4 p)
3. Imagine that you are responsible for recruiting a new manager for an organization.
  - a. Discuss the advantages and disadvantages of recruiting a manager who primarily works from a political frame? (4 p)
  - b. Also, discuss why it might be important to recruit a manager who has the ability to reframe? (3 p)
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 Employer Branding 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 Employer Branding. Provide an account from both the tools perspective and the symbols perspective. (4 p)

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

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

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

**6. 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

**7. Which of the following is NOT one of the structural tensions identified in Bolman and Deal?**

- a. Differentiation and integration
- b. Overstaffing and understaffing
- c. Authority and anarchy
- d. Chaos and order

**8. According to Human Resource Frame, what is the primary goal of organizational management?**

- a. Maximize shareholder value
- b. Minimize costs through automation
- c. Win at office trivia competitions
- d. Empower people align their needs with organizational goals

**9. What best describes the “political frame” in Bolman and Deal’s framework?**

- a. A perspective highlighting conflict, power dynamics, and negotiation
- b. A lens that assumes organizations run like well-oiled machines
- c. A strategy for designing office policies, hierarchy and power
- d. A frame used exclusively for political organizations

**10. When an organization fails to align structure with its strategy, which issue is most likely to occur?**

- a. Employees will spend more time on talking than their actual tasks
- b. Anarchy, followed by a mandatory team-building to deal with the problem
- c. Overachieving goals but failing to meet stakeholder expectations
- d. Miscommunication, inefficiencies, and role confusion

**11. According to the symbolic frame, what is a key challenge organizations face when managing culture?**

- a. Convincing people that office dress code is optional although Casual Fridays means only Fridays.
- b. Balancing traditional values with evolving employee expectations
- c. Preventing culture from turning into something that guides the organization
- d. Ensuring every employee knows the company’s origin and connection to the local culture.

**12. What organizational challenge is often associated with the political frame?**

- a. Managers hoarding staplers to assert dominance
- b. Conflicts arising from scarce resources, competing interests, and coalitions
- c. Employees using office politics to get out of team potluck responsibilities
- d. Leaders being too transparent about their ulterior motives

**13. What challenge arises when leaders fail to adopt the human resource frame?**

- a. Low morale, burnout, and a lack of alignment between people and organizational goals
- b. Employees start hosting "unofficial" meetings in vacant offices
- c. Overdependence on office perks like massage and free parking to motivate employees
- d. Staff revolts due to lack of work and poor office resources

**14. Which of the following is an organizational challenge associated with navigating change effectively, as discussed in Bolman and Deal's frameworks?**

- a. Getting leadership to agree on a trendy new mission statement
- b. Resisting the gravitational pull of old practices and norms
- c. Explaining to employees why "adaptability" doesn't mean mandatory yoga
- d. Choosing the right corporate jargon to describe the change

**15. What is the primary purpose of coordination in an organization under the structural frame?**

- a. To align individual efforts with organizational goals
- b. To ensure consistent organizational culture
- c. To promote creativity and innovation
- d. To foster interpersonal relationships

**16. How does the human resource frame view employee empowerment?**

- a. As a risk that requires significant control
- b. As a means to improve organizational efficiency
- c. As an outcome of effective structural design
- d. As a fundamental way to meet employee and organizational needs

**17. What are the three common fallacies when dealing with organizational problems?**

- a. Blaming managers, blaming complexity, blaming bureaucracy
- b. Blaming the people, blaming the bureaucracy, blaming the thirst for power
- c. Blaming coordination, blaming complexity, blaming the thirst for power
- d. Blaming the people, blaming coordination, blaming managers

**18. Which option provides a correct explanation of the structural frames metaphor and view of leadership?**

- a. The metaphor is "family," the view of leadership is "defense"
- b. The metaphor is "factory," the view of leadership is "empowerment"
- c. The metaphor is "factory," the view of leadership is "social architecture"
- d. The metaphor is "theater," the view of leadership is "inspiration"

**19. Which option correctly describes the leader from a Human Resource frame?**

- a. In effective leadership, the leader is a prophet
- b. In ineffective leadership, the leader is a tyrant
- c. In effective leadership, the leader is a catalyst
- d. In ineffective leadership, the leader is a fanatic

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

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

**21. Which option correctly describes the leader from a symbolic frame?**

- a. In ineffective leadership, the leader is a charlatan
- b. In ineffective leadership, the leader is a con artist
- c. In effective leadership, the leader is an advocate
- d. In effective leadership, the leader is a servant

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

- a. Maslow's hierarchy of needs
- b. Lateral and vertical coordination
- c. Theory X and Theory Y
- d. Institutional theory

**23. Which option is most closely associated with Lean Management?**

- a. Carries risks of losing control and supplier dependency
- b. Developing a strong company brand
- c. Maximizing value for customers by effective use of resources
- d. Radical redesign of entire processes

**24. Which of the following is NOT a key factor for success in the packaging and dissemination of management ideas?**

- a. Time-marking
- b. Individualization
- c. Realization
- d. Social Authorization



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## Answer sheet multiple-choice questions

Option	A	B	C	D
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