



UNIVERSITY
OF SKÖVDE

School of

WRITTEN EXAMINATION

Course: Organization and management II

Examination

Course code: FÖ314G

Credits for written examination: 5 credits

Date: 2026-02-27

Examination time: 14:15-19:30

Examination responsible: Annica Bragsjö Hultén

Teachers concerned: Tony Pehrson, Jonna Silfversparre 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: 0–23,5 points

G: 24–35,5 points

VG: 36–48 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) 2026-02-27.

The exam consists of **four essay questions and twenty multiple-choice questions**. A minimum of 24 points is required for G. A minimum of 36 points is required for VG.

Part 1, essay questions (28 points)

1. *The Human Resource frame* and *the structural frame* represent two different approaches that can be used to understand **organizations**.
 - a. Describe and discuss the core assumptions and content of *the structural frame* and *the HR frame*. (4p)
 - 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. (4p)

2. *The symbolic frame* and *the political frame* represent two different approaches that can be used to understand **organizations**.
 - a. 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)
 - 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 is generally seen as something that is important for organizational success, but as Bolman and Deal point out, there is both effective and ineffective leadership. Based on an organization that you have experience of, discuss how ineffective leadership could have a negative impact on the organization. Use at least three of Bolman and Deal's leadership perspectives in your discussion. (6p)



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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 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. (3 p)



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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 of the following options is NOT a key concept of the *Symbolic frame*?**
- A. Rituals
 - B. Myths
 - C. Hierarchy
 - D. Stories
- 7. A central HR-frame concept is that:**
- A. People resist change for symbolic reasons
 - B. People are the organization's most important resource
 - C. Conflict must always be resolved through bargaining
 - D. Structure determines culture
- 8. Which frame would most likely address conflicts between departments over resource allocation?**
- A. Political
 - B. Human Resource
 - C. Symbolic
 - D. Structural
- 9. 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



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10. In the political frame, goals are viewed as:

- A. Fixed and objective
- B. Emergent from bargaining and negotiation
- C. Determined by culture
- D. Defined through symbols

11. 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

12. 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

13. In the human resource frame, the primary goal of a leader is to:

- A. Manage conflict
- B. Build systems
- C. Serve and support individuals
- D. Create rituals

14. 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



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- 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. According to the compendium “Management Concepts”, an institutionalized organizational recipe is defined as:**
- A. A detailed technical standard for entire organizations
 - B. A legitimized idea for how parts of an organization can be structured
 - C. A temporary trend without influence
 - D. A consultant-developed marketing tool
- 17. 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
- 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 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



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20. 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

21. 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 influence.
- 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

22. 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

23. Why can old organizational recipes re-emerge as “new” according to the symbol perspective?

- A. Because leaders forget previous concepts
- B. Because truly new ideas are limited and old ones can be repackaged
- C. Because consultants prefer recycling to innovation
- D. Because laws require reintroduction of old systems



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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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