



UNIVERSITY
OF SKÖVDE

School of

WRITTEN EXAMINATION

Course: Organization and management II

Examination

Course code: FÖ314G

Credits for written examination: 5 credits

Date: 2026-01-12

Examination time: 14:15-19:30

Examination responsible: Annica Bragsjö Hultén

Teachers concerned: Tony Pehrson, 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: 0–23,5 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) 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 (28 points)

1. *The Human Resource frame and the structural frame* represent two different approaches that can be used to understand **organizations**.
 - a. Use *the structural* and *the HR frames* to explain how these perspectives help to understand organizational design. Provide examples to illustrate how each frame can reveal both strengths and challenges within an organization. (4p)
 - b. Evaluate the advantages and limitations of using the structural frame versus the human resource frame when analyzing organizational effectiveness. In what types of organizational contexts might each frame be more valuable? (4 p)
2. *The symbolic frame and the political frame* represent two different approaches that can be used to understand **organizations**.
 - a. Describe and discuss the core assumptions and content of *the symbolic frame* and *the political frame* (4 p)
 - b. From *the political frame* organizations can be understood both as political arenas and as political agents. Explain what this means. Use an organization you know well and discuss how this may be expressed in practice (4 p)
3. Evaluate and discuss how a leader can use multiple frames to address a complex team challenge (e.g., declining motivation, conflict, unclear goals, or coordination problems). Discuss the advantages and potential limitations of adopting a multi-frame leadership approach. (6p)
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 Outsourcing 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 Outsourcing. Provide an account from both the tools perspective and the symbols perspective. (4 p)



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Part 2, multiple-choice questions (20 points)

- 5. A leader who reframes effectively is one who:**
- A. Selects one frame and uses it consistently
 - B. Translates situations through multiple frames and adapts behavior
 - C. Avoids ambiguity by simplifying complexity
 - D. Focuses primarily on symbolic interpretation
- 6. According to the symbolic frame, ineffective leadership often occurs when:**
- A. Too much power is centralized
 - B. Structures are unclear
 - C. Leaders fail to provide compelling meaning
 - D. Employees lack training
- 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. The structural frame suggests that restructuring is appropriate when:**
- A. Culture is fragmented
 - B. Employees need motivation
 - C. Environment or strategy has changed
 - D. Ceremonies have lost meaning
- 9. 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



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10. 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.

11. 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.

12. 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

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



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14. 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

15. 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

16. 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

17. 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"

18. In Bolman & Deal’s discussion of team conflict, productive conflict is described as:

- A. Harmful and best avoided
- B. Useful when managed constructively toward shared goals
- C. The result of poor structure and weak leadership
- D. Evidence of cultural failure



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19. 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

20. From the tool perspective, why do organizations continually adopt new concepts?

- A. Because modern organizations build increasing internal expertise that evaluates alternatives
- B. Because it is legally required to adopt new recipes
- C. Because recipes never lose efficiency
- D. Because symbolic legitimacy is irrelevant

21. 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

22. The tool perspective views organizations primarily as:

- A. Cultural systems driven by meaning
- B. Arenas for symbolic performance
- C. Rational instruments designed for efficiency
- D. Loose networks with unclear goals

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 correctly distinguishes between Quantitative-Analytic research and Qualitative-Holistic Leadership studies?

- A.** Quantitative-Analytic research focuses on individual experiences and narratives, while Qualitative-Holistic Leadership studies emphasize numerical measurement and statistical analysis.
- B.** Quantitative-Analytic research relies on statistical methods to test hypotheses and predict outcomes, whereas Qualitative-Holistic Leadership studies focus on understanding complex social processes, meaning, and context.
- C.** Quantitative-Analytic research disregards organizational structure, while Qualitative-Holistic Leadership studies ignore human behavior.
- D.** Both approaches prioritize experimental laboratory conditions over real organizational settings.



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Answer sheet multiple-choice questions

Option	A	B	C	D
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