1. Check all correct statements.

* There is a unified, universally valid definition of organization.
* *The business administration view of organizations focuses on organizational structures and processes/workflows.*
* There are clear causal relationships in organizations. For example: Person A performs action X, which is always followed by action Y, performed by person B.
* *The most widely accepted view is the sociological understanding of organizations as social systems, based on constructivist theories.*

1. How does the concept of organization differ from concepts such as company or business operation?

*Organization means the social structures/system through which decisions are made, ultimately enabling cooperation. Company entails the legal form of a business. Business operation refers to a location.*

1. Check all correct statements.

* Company goals are always documented and recognizable.
* *Organizational goals influence the strategy and structure of the organization.*
* The term strategy refers to a detailed implementation plan to achieve the company’s goals.
* *The implementation of strategies in organizations requires management to accompany and adapt strategic goals to the affected operational areas.*
* *Emergent strategy means the actual strategy implementation, which entails deviations from the intended strategy.*

1. Fill in the missing terms:

In part, the official goal systems of organizations are communicated via the *guiding principles, visions* and *strategy* papers on the organizations' websites.

The “explicit goals” of an organization are the official documents detailing company objectives that address both *organizational goals* and *substantive goals* for different groups in the organization (e.g., sales, production, development, management).

The results of a guided goal negotiation process between central *stakeholders* ofthe organization are substantive goals and *formal goals*, which in turn are related to each other within *a goal hierarchy.*

1.3.

1. Fill in the missing terms :

Functional principles are the same for all organizations. They are: *division of labor* and specializationof task accomplishment; Coordination of *tasks* and *functions/roles;* *Configuration* and management system of the organizational structure; Delegation of decisions and *distribution of tasks* among the *functions/roles*; Formalization of *information flows* and task completion*.*

1. Check all correct statements.

* *Organizations provide services and, thus, assume a social function.*
* *Organizations have their own legal form, which allows them to enter into contracts as legal entities.*

1.4.

1. Check all correct statements.

* Organizations are made up of people.
* *Employees are a defining environmental factor for organizations.*
* The function and interaction of people in organizations is linear, and causally explainable.

1. Fill in the missing terms:

The X/Y theory describes the basic attitude of people towards work. The *X-Theory* sees human beings as having an aversion to work, the *Y-Theory* assumes that human beings work due to self-motivation.

The concept of *emergence* refers to the appearance of features at the higher levels of an organization, for the prediction of which it is *not* sufficient to have the *known* components from the lower levels as a basis.

1. What is the connection between the individual and organization?

*Individuals are members of organizations. They shape the organization and are shaped by it. With their objectifying side, organizations create the framework in which the individual’s performance is possible via the organization’s subjective side – that of the individual. Depending on their role and function within the organization, people possess different degrees of influence on its organizational structure.*

1.5.

1. Check all correct statements.

* *There is no universal rule for categorizing organizations.*
* Environmental dynamics have no influence on the structures of organizations.
* A company's competitive strategy ideally impacts the product quality, but not the organizational structure.

1. Fill in the missing terms.

According to the Aston Group, possible main categories for the analysis of organizations are: *specialization*, *standardization, formalization, centralization,* and *configuration* of the hierarchical level.

In organizational analysis, the size of a company is relevant, as large companies are usually associated with *bureaucratization*, *complexity,* and *specialization.*

2.1.

1. Which of the following statements is/are correct?

* *Taylorism sees organizations as a measurable and objectifiable construct.*
* Constructivism places the quantification of processes at the center of research.
* There is a universally valid research approach in organizational research.

1. Fill in the missing terms.

In systems-theoretical approaches to organizational research, *decisions* and *decision-making processes* are the focus of interest. On the other hand, positivist approaches of organizational research, concern making processes and structures *measurable* and *objectifiable*.

2.2.

1. What are the main fields of research in organizational research?

* *Strategy and goals of an organization*
* *Processes/workflows and structures*
* The well-being of individual employees
* *The relations between organizations and their environment*

1. Fill in the missing terms.

Two large “families” of theoretical approaches shape organizational research. On the one hand*,* there are the *positivistic* approaches (e.g., Taylorism and the bureaucratic approach) that consider organizations as formal processes. On the other, one finds the *constructivist* approaches that build on *systems theory*, and understand organizations as fields of interaction and communication.

2.3.

1. What are the elements of a research concept?

* *a clearly defined research question*
* *a research hypothesis*
* *the choice of data collection methods*
* *the choice of the data analysis procedure*
* the preparation of a questionnaire

1. Why does organizational analysis consider it indispensable to formulate the analytical question clearly?

*The question defines the main content of analysis. It is thus indispensable to identify which aspects of the organization (such as cooperation, organizational culture, career patterns, etc.), and which areas of the organization (individual departments or several departments of the organization) are analyzed.*

3.1.

1. Check all correct statements.

* *Organizational diagnostics denote the methods of analysis.*
* *Organizational diagnostics denote the interpretation of collected data.*
* *Analyzing weaknesses in the organization is an essential goal.*
* Organizational diagnostics is an independent scientific theory. (F)

1. Fill in the missing terms.

The goal of organizational diagnostics is to represent the *current situations* and the *change processes* in organizations over longer periods of time (cross-sectional analyses).

1. Which topics are the focus of the organizational diagnosis? Check all correct statements.

* *organizational structure*
* *organizational climate*
* economic fundamentals
* *human potential*
* organizational climate

1. What are the fields of application of organizational diagnostics? Check all correct statements.

* *organizational development*
* big data analysis
* individual career paths
* *personnel development*
* *a learning organization*
* *health promotion*
* *quality management*

3.3.

1. Why is organizational diagnostics a management tool?

*Organizational diagnostics provide the management of the organization with the appropriate means to find where to implement measures for guided change. In an organization, change measures are usually implemented due to external conditions. The measures, therefore, require legitimacy within the organization, which can be created through a participatory approach and collaboration on topics perceived as relevant.*

1. Fill in the missing terms.

The following organizational aspects are the focus of organizational diagnostic analysis: the *workplace*, *interactions* within the organization, and the *organization itself*. These conditions of organizational work influence the *experience* of the employees, andultimately their *behavior.*

3.4.

1. Fill in the missing terms.

The main target group of organizational diagnostic surveys are the *management* and the *leadership* of the organization. Through organizational diagnostic methods, they receive essential information about the experience and behavior of the organization’s members, which they can use to implement *organizational development* measures.

3.5.

1. In order to obtain a reliable result from an employee survey, there are four possible design approaches. Check all correct statements.

* Creating questions from the manager’s desk
* *Using organizational theories as a basis for consideration of contexts/relationships*
* *Using templates that have been tested, and are available through specialized literature*
* *Using workshops or interviews to develop areas for questions with help of the organization*

1. Fill in the missing terms:

Likert items are *statements* made in a survey, which employees can agree with to different degrees .

At the beginning of an employee survey, information about *gender*, *age*, and company affiliation is requested, as well as the interviewee’s specific department or area of affiliation.

An employee survey is accompanied by a *communication strategy* to inform employees about the reason, usefulness, content, and implementation of the employee survey.

The Team Work Questionnaire (F.A.T. being the German acronym) was developed to perform diagnostics on *task orientation* and *person orientation* in the team structure.

1. Which four dimensions concerning cooperation and social structure within the team is the Team Work Questionnaire (F.A.T.) based on?

*goal orientation*

*task accomplishment*

*cohesion (solidarity)*

*accepting responsibility*

4.1.

1. Check all correct statements.

* *Organizations differentiate themselves internally and externally through their members.*
* Organizations differentiate themselves externally through their workflow processes.
* *Internal political processes influence the focus of analysis.*

1. Fill in the missing terms.

Organizational analysis is not just a simple *description* of the research objects. Rather, it aims to identify the *reasons* for patterns of action and the manifestation of structures within the organization.



1. Check all correct statements.

* *Identifying the reason behind the analysis-request is part of the preliminary considerations for the analysis itself.*
* The choice of survey methods is part of the preliminary considerations for the analysis.
* *The client’s assumptions/hypotheses influence the formulation of the research question for the analysis.*

1. Fill in the missing terms.

A *structural plan* organizes the analysis into a *time* sequence, supplemented by the required resources (literature, *persons*, analytical tools, data, etc.). By means of *a structural plan*, the analytical process is divided into *analytical phases* and work packages.

4.3.

1. Check all correct statements.

* *The analytical strategy includes considerations about the form and function of the analysis.*
* *The analytical design refers to the selection and design of analytical methods.*
* Operationalization is the process of data collection.

1. Fill in the missing terms.

*Operationalization* involves making key concepts available from the analytical question for data collection.

For the selection and design of methods, the following aspects play a decisive role: firstly, the *analysis level,* i.e., individual parts of the organization or the organization as a whole; secondly, the *object* *of analysis,* i.e., specific or general aspects of the organization such as the state of the employees, or the organizational culture; and thirdly the *environment for the analysis*, i.e., how easily information/sources are accessible.

4.4.

1. Check all correct statements.

* *The survey method is suitable for gathering people’s opinions and assessments.*
* The observation method is equivalent to the control of activities.
* The survey method is suitable for gathering data on people’s behavior.
* *The method of content analysis examine both the linguistic and the visual communication content of texts, films or images.*

1. Fill in the missing terms.

The conventional survey methods for organizational analysis are *interviews*, *observation* and *content analysis* of documents.

*Interviews* are a form of communication between a person asking questions and another answering them. In this context, communication is characterized by *expectations* and *presuppositions*.

4.5.

1. Check all correct statements.

* *The preparation of a survey plan is part of the preparation for data collection.*
* *The pretest serves to review the coherence of survey instruments such as questionnaires.*
* The coding of the data serves to anonymize their contents.

1. Fill in the missing terms.

*Quantitative* evaluations aim to describe statistical frequencies, and to establish links between data categories.

The interpretation of evaluated data is not a fact, but a *conclusion*.

In order to comply with the criterion of scientific validity, all conclusions must be represented in such a way that they are *understandable* and *traceable back to their origins*.

4.6.

1. Check all correct statements.

* *The results of the analysis represent the viewpoint of the analysts/researchers regarding the object of analysis.*
* *The result of the analysis is a fact.*
* The final report serves to present the results of the analysis to the client.

1. Fill in the missing terms.

Final reports differ in their *form* and in their focus depending on the *target group*.

The *management* of an organization expects mostly concrete suggestions from a final report, which can be implemented in the short term, and are particularly relevant for the implementation’s success.

*Reflection* on one's own actions during the analysis aids in increasing the consciousness around one's skills, knowledge and action patterns, as well as learning from them for future *analyses*.

5.1.

1. Check all correct statements.

* Disruptive change aims for a slow change of the corporate culture.
* *Change management aims to accompany employees in the change process.*
* *Kotter's phase model for change processes provides a roadmap for the analysis of change processes in organizations.*
* *Change processes can induce fear, anxiety, and stress in the organization’s employees.*

1. How can change processes be analyzed?

*Change processes can be analyzed using Kotter’s phase model. In this method, interviews, surveys and content analyses are used systematically.*

5.2.

1. Check all correct statements.

* Networks are primarily personal contacts that help a person's career.
* *Networks are webs of relationships, as well as possibilities for interaction between actors.*
* *Informal connections between the actors in an organization are made visible via network analysis.*

1. Fill in the missing terms.

Networks can exist between *organizations*, between organizations and their *environment* (customers, competitors, etc.), as well as between *people* or groups of people within the organization. Network contacts often take place at the *informal* level.

Examples of terms for central actors in a network are: *hub*, broker, or *gray eminence*.

On the one hand, concrete fields of application for network analysis appear in the preparation of *change* projects in order to identify influential *actors*. On the other hand, they are found in mergers between two companies, in order to identify *communication networks* and central contact persons in the respective companies.

5.3.

1. Check all correct statements.

* *Careers are the horizontal and vertical changes of a person's position during his or her professional life.*
* *Organizational and managerial culture greatly influence the career patterns of a company.*
* When analyzing careers, the focus is mainly on individual careers, and less on organizational career patterns.
* *Succession planning is the practical implementation of career progression in an organization.*

1. What data are used for the analysis of careers in organizations?

*First and foremost, the data used for the analysis are personnel data in different categories, such as company affiliation, entry position and previous position changes, as well as time spent in the position.*

5.4.

1. Check all correct statements.

* *Due diligence means the careful examination of an organization.*
* Organizational analysis is used as part of due diligence to examine accounting, as well as the financial value of a company.
* *Organizational analysis as part of due diligence is mainly used for friendly corporate acquisitions.*

1. Fill in the missing terms.

Organizational analysis provides due diligence with an extension of its analytical focus (*finance* and law); it does this by providing methods and procedures to examine both *formal* and *informal* aspects of the organization being analyzed.

Organizational-analytical methods and *analytical procedures* are used mainly to prepare a *business integration/merger (M&A).*