**Which of the following distinctive features of formal**

**organizational structure is a characteristic factor in the categorization of organizations?**

**Select an answer:**

***Size of the organization***

**Internationalization of the organizational structure Age of the organization**

**Competitive strategy**

**QUESTION 1 OF 319**

**DLMWPWOAE01\_MC\_average/Lesson 01**

**QUESTION 2 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 01**

**Which elements of the organization are the main focus of business administration?**

**Select an answer:**

**Ethics and culture**

***Organizational structure and processes*  Managers and employees**

**Communication and identification**

**QUESTION 4 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 01**

**How do you describe goals with clearly quantifiable criteria?**

**Select an answer:**

**Formal goals**

**Clear goals**

***Substantive goals***

**Defined goals**

**QUESTION 16 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 01**

**What is the social function of organizations?**

**Select an answer:**

**They structure society.**

**They generate money that benefits individuals.**

***They provide numerous services that benefit society*.**

**They do not provide services that benefit society.**

**How do you define goals such as brand image quality, sustainability, employee orientation, etc.?**

**Select an answer:**

**Strategy**

**Organizational goals**

**Soft goals**

***Formal goals***

**According to Luhmann’s systems theory, organizations consist of ...**

**Select an answer:**

**Tasks.**

**Formal structures. Teams.**

***Decisions*.**

**QUESTION 6 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 01**

**QUESTION 8 OF 319**

**DLMWPWOAE01\_MC\_average/Lesson 01**

**Which category of the Aston Group do organizations with strongly**

**defined work guidelines, standardized decision-making processes, and clear hierarchies belong to?**

**Select an answer:**

***Total bureaucracy***

**Work process bureaucracy**

**Implicitly Structured Organizations Personal Bureaucracy**

**QUESTION 14 OF 319**

**DLMWPWOAE01\_MC\_average/Lesson 01**

**QUESTION 25 OF 319**

**DLMWPWOAE01\_MC\_difficult/Lesson 01**

**A company is understood as a tool to achieve its proprietor’s goals. Organization is one of the functions that must be performed within the company.**

**Which science and which scientific theory have proposed this view of organizations?**

**Select an answer:**

**Sociology and constructivism**

***Business administration and positivism***

**Sociology and positivism**

**Business administration and constructivism**

**The interaction between people and organizations can be understood by analyzing its two sides: the *objectifying* one (organizational structure, processes) and the *subjective* one (motivation, efficiency, behavior of the employee).**

**When does an ideal interaction between the two sides arise?**

**Select an answer:**

**The role of an employee in the organization is independent of this interaction, and simply**

**corresponds to the employee’s subjective behavior.**

**When the employee's performance can be “bought” by the organization, thus creating an imbalance.**

***When the objective and subjective side overlap as much as possible, and the beliefs of both company and employees are taken into account.***

**When the members of the organization do not aim to achieve motivation, but cooperation and the creation of networks.**

**QUESTION 30 OF 319**

**DLMWPWOAE01\_MC\_difficult/Lesson 01**

**QUESTION 28 OF 319**

**DLMWPWOAE01\_MC\_difficult/Lesson 01**

**Clearly and firmly defined structures in organizations offer the advantage of greater cost savings and specialization.**

**On the basis of which factors can these advantages turn into disadvantages, when the organization has to exist and function in a VUCA world?**

**Select an answer:**

***Environmental dynamics***

**Needs of organizational members**

**Technology**

**Size of the company**

**QUESTION 36 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 02**

**Which approach of organizational research mentions a**

**“psychological contract” between the employee and organization?**

**Select an answer:**

**Post-structuralism**

***Human relations approach***

**Bureaucracy approach**

**Systems theory**

**Which approach aims to measure organizational workflows in order**

**to increase productivity?**

**Select an answer:**

**Post-structuralism**

**Human relations approach *Taylorism***

**Systems theory**

**QUESTION 45 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 02**

**QUESTION 50 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 02**

**Cooperative group structure, involvement in decision-making processes, and an appreciative relation between managers and employees increases the performance output of an organization’s employees.**

**Which approach of organizational research has provided this insight?**

**Select an answer:**

**Bureaucratic approach**

**Systems theory**

***Human relations approach***

**Taylorism**

**QUESTION 54 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 02**

**What is the focus of the Human Relations Approach?**

**Select an answer:**

***The Employee's needs***

**The work processes**

**An informal organization**

**An optimal organizational structure**

**QUESTION 56 OF 319**

**DLMWPWOAE01\_MC\_average/Lesson 02**

**Which research fields of organizational research investigate**

**how organizational decision-making structures are created and shaped?**

**Select an answer:**

**Change processes – Change**

**Workflow processes and collaboration**

**Networks**

***Organizational charts and power***

**QUESTION 42 OF 319**

**DLMWPWOAE01\_MC\_average/Lesson 02**

**Power and power distribution in organizations has an impact on**

**decision-making processes. Organizational research examines two structural levels to assess power distribution.**

**Which are they?**

**Select an answer:**

**Strategies and goals**

***Formal and informal structures* Explicit and implicit structures Networks and career paths**

**The research design includes all of the following elements:**

**Select an answer:**

***Research question; integration of the research question in the organizational context; clarifying the sources of information; design of data collection; choice of analytical methods.***

**Research question; embedding the research question in the organizational context, and clarifying the sources of information.**

**Research question; embedding the research question in the organizational context, and the design of data collection.**

**Research question and integration of the research question in the theoretical context.**

**QUESTION 64 OF 319**

**DLMWPWOAE01\_MC\_average/Lesson 02**

**QUESTION 49 OF 319**

**DLMWPWOAE01\_MC\_difficult/Lesson 02**

**What is the relationship between the field of organizational research and scientific theory?**

**Select an answer:**

***Every scientific theory is based on a different understanding of the organization. This results in different research fields which are of interest when researching organizations.***

**Each field of research can be analyzed with any scientific theory and the associated methods. There is therefore no connection between them.**

**Every scientific theory is based on a different understanding of organization, but there is no connection between the two.**

**Scientific theory determines the research field of organizational analysis. The current scientific theory, thus, regulates both the field of research, and the choice of methods.**

**QUESTION 46 OF 319**

**DLMWPWOAE01\_MC\_difficult/Lesson 02**

**Why is it necessary to know the limitations of individual survey methods to carry out an organizational analysis?**

**Select an answer:**

***Because each survey method is based on different levels of content and analysis for***

***the collection of different social factors.***

**Because, for the analysis of individual fields of research, only certain methods may be used to guarantee a scientifically acceptable method.**

**Because different phases of the analysis only allow certain analytical methods for the recording and evaluation of data.**

**Because the time frame of analysis limits the application of a method. For example, Interviews are more time-consuming than questionnaires.**

**QUESTION 58 OF 319**

**DLMWPWOAE01\_MC\_difficult/Lesson 02**

# How do scientific theories contribute to organizational research in the classification of organizational contexts?

Select an answer:

Organizational contexts can quickly be recognized through scientific theories, since these contain universally valid models of organizational patterns/contexts.

*Scientific theories provide a framework for recognizing contexts and relationships in organizations. Thus, empirically obtained data can be interpreted on the basis of verified explanatory approaches.*

Scientific theories provide templates for questionnaires and analytical tools that are tailored to the specific questions of individual organizational problems.

Organizational contexts can be recognized purely on the basis of empirical studies. Scientific theories do not make a significant contribution to this, since each organization is individually designed.

**QUESTION 71 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 03**

**Which of the following questions is a Likert question?**

**Reminder: Likert items are statements, which allow respondents to answer more rapidly.**

**Select an answer:**

**Where do you have the necessary equipment?**

***I have all the necessary equipment at my workplace*.**

**Do you have all the necessary work equipment at work?**

**What equipment do you need at work?**

**QUESTION 73 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 03**

**Which findings does organizational diagnostics not currently want to collect through employee surveys?**

**Select an answer:**

***The employees’ views about the potential for management improvement***

**The employees’ views about the potential for organizational improvement The degree of employee satisfaction**

**The reasons for and degree of employee motivation**



**QUESTION 93 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 03**

**Which aspects of the organization lie at the heart of**

**organizational diagnostics?**

**Select an answer:**

**Increasing efficiency in formal organizational structures**

***Experiences and behavior of an organization’s members***

**The impact of the organization on change processes**

**Continuous improvement processes in organizations.**

**QUESTION 96 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 03**

**What is the goal of organizational diagnostics?**

**Select an answer:**

***The analysis of an organization’s hidden weaknesses***

**The preparation of individual employee interviews through the analysis of individual needs**

**The analysis of mental illnesses among an organization’s employees**

**The creation of ready-made development concepts for organizations**

**QUESTION 92 OF 319**

**DLMWPWOAE01\_MC\_average/Lesson 03**

**When designing an employee survey, one must ensure that the**

**knowledge of the relevant organizational aspects can be gained through it.**

**Which of the following best practices helps to maintain a viable and robust basis for the survey?**

**Select an answer:**

***Workshops with key persons to select the topics for the survey.***

**An individual interview with the CEO, as he knows the organization best.**

**Creating a comprehensive survey that addresses all aspects of the organization. Workshops with randomly selected people to develop individual questions.**

**QUESTION 88 OF 319**

**DLMWPWOAE01\_MC\_average/Lesson 03**

**What is the connection between the leadership and employees’ experience?**

**Select an answer:**

**The way management is conducted has no effect on the performance of the**

**employees in the organization.**

**Leadership has no influence on the experience of the employee, as long as clear work guidelines exist in written form.**

***The way in which management is carried out affects the scope for action, clarity about tasks, and the health of the employees.***

**Leadership has a direct effect on the employee’s work output, but not on the employee’s experience of the working conditions.**

**QUESTION 89 OF 319**

**DLMWPWOAE01\_MC\_average/Lesson 03**

**You are the project manager of an organizational development process.**

**Which method of organizational development do you use to evaluate the degree of implementation, and the success of the implemented measures from the employees’ perspective?**

**Select an answer:**

**Interviews with the project’s clients**

**Individual interviews with key persons**

**Content analysis of work process descriptions**

***An employee survey among all affected employees***



**QUESTION** 98 **OF 319**

**DLMWPWOAE01\_MC\_difficult/Lesson 03**

# Organizational diagnostics are primarily aimed at providing data on how conditions affect the experience and behavior of employees. Because of this, some fields of application are strongly focused on the individual. This includes personnel development, and health promotion in organizations.

**What is the goal of organizational diagnostics in these fields?**

Select an answer:

Organizational diagnostics aim to enable improvements for individuals by capturing individual experiences.

*Organizational diagnostics enable conclusions to be drawn about organizational structures by recording individual experiences.*

Organizational development aims to protect organizations from making hiring mistakes, and from health-affected employees.

Organizational diagnostics provide suggestions for improvement, in order to optimize individual jobs and competencies.



**QUESTION** 95 **OF 319**

**DLMWPWOAE01\_MC\_difficult/Lesson 03**

**Organizational structures such as size, diversification, hierarchization,**

**as well as change processes can be analyzed through organizational diagnostics.**

**Which type of analysis is performed once for analyzing structures?**

**Select an answer:**

**Cohort studies on decision-making processes, workflow processes, and change processes in the organization**

**Longitudinal studies focusing on the changes in structures, hierarchies, power concentrations, standardization of processes**

**Structural analysis with the focus on the development of decision-making processes, and communication patterns in the organization**

***Cross-sectional studies focusing on recording the creation of structures, hierarchies, power concentrations, and standardization of processes***



**QUESTION** 99 **OF 319**

**DLMWPWOAE01\_MC\_difficult/Lesson 03**

**How do issues that have a negative effect on well-being affect employee performance?**

**Select an answer:**

**Issues that have a low negative impact still promote irritation and stress. They ultimately result in employee errors and illness.**

**Negative impact issues lead to increased self-worth and concentration on one’s own work area.**

**Issues affecting well-being do not result in changes to working behavior. However, social problems may increase outside the company.**

***Issues with a high negative impact promote irritation and stress. They eventually lead to employee errors and illness.***

**QUESTION 119 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 04**

**The outer and inner boundaries of an organization are defined by their members, by their environment, and ……..**

**..... inside and outside.**

**Select an answer:**

**Flow processes**

***Social structures***

**Unique designation Uniforms**

**QUESTION 123 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 04**

**During the preliminary considerations for the analysis, ...**

**Select an answer:**

***…initial discussions with members of the organization are carried out*.**

**… detailed plans for data collection and analysis are developed.**

**…concrete work plans with an organization’s members are laid out.**

 **… specialized literature and case studies on survey analysis must be read.**



**QUESTION 133 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 04**

**Why do companies analyze their organization?**

**Select an answer:**

**To publish articles in specialized journals.**

**To identify disruptive factors, such as unruly employees.**

**To try out the latest scientific methods.**

***To gain insights for organizational development measures.***

**QUESTION 138 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 04**

**Preliminary considerations prior to analysis of an organization are made...**

**Select an answer:**

**to find an organization for the project (the analysis).**

**to discuss possible results with the management of the organization.**

**to create and test detailed questionnaires for the analysis.**

***to clarify the framework of analysis, and prepare a plan to deploy it.***

**QUESTION 111 OF 319**

**DLMWPWOAE01\_MC\_average/Lesson 04**

**Organizational analysis aims to ...**

**Select an answer:**

**Describe individual persons’ patterns of action.**

**Describe isolated elements of the organization.**

***Demonstrate the reasons for patterns of action in the organization*. Analyze only the reasons behind employee motivation.**

**What role do hypotheses play in the formulation of**

**a research question?**

**Select an answer:**

**Hypotheses are assumptions directly incorporated into the formulation of the research question.**

***Hypotheses influence the potential content of the research question*.**

**Hypotheses must be developed while answering the research question.**

**Hypotheses play no role in the conception of the research question.**

**QUESTION 113 OF 319**

**DLMWPWOAE01\_MC\_average/Lesson 04**

**Preliminary considerations for the analysis serve, among other things, ...**

**Select an answer:**

***To gather information about why the analysis has been requested, and what type of knowledge the analysis is supposed to yield.***

**To obtain the necessary resources to carry out the analysis through informal contacts and discussions.**

**To plan the exact strategy and design of the data collection (e.g., the questionnaires).**

**To determine the research question for organizational analysis solely through initial informal discussions.**

**QUESTION 125 OF 319**

**DLMWPWOAE01\_MC\_average/Lesson 04**

**What are the benefits of differentiating between analysis strategy and**

**analysis design?**

**Select an answer:**

**The analysis strategy includes timelines to schedule conversations, while the design**

**includes considerations to involve the stakeholders.**

***The strategy includes the form, level and outlook of the entire analysis, the design includes the selection and design of the survey methods*.**

**The strategy includes considerations about the selection of survey methods and the design of survey sheets.**

**In the presentation of the analysis results, the strategic approach of the analysis, as well as how the presentation was designed should be clear.**

**QUESTION 157 OF 319**

**DLMWPWOAE01\_MC\_difficult/Lesson 04**

**QUESTION 159 OF 319**

**DLMWPWOAE01\_MC\_difficult/Lesson 04**

**What information can best be gathered from interviews (and not via**

**questionnaires) that allows analysts to draw conclusions about the respondent's mental state?**

**Select an answer:**

***The person’s accompanying acoustic sounds and non-verbal signals***

**The person’s opinions**

**The person’s thoughts**

**The person’s relationships within the organization**



**QUESTION** 129 **OF 319**

**DLMWPWOAE01\_MC\_difficult/Lesson 04**

**What are the advantages of a structural plan for the analytical process?**

**Select an answer:**

**Structural plans are used for the schematic representation of the concept of**

**organizational analysis. Thus, they help ascertain which elements should and should not be used for analysis.**

**During preliminary considerations for analysis, the structural plan creates an exact timeline for the start and end of data collection, and thus functions as a controlling tool in the analysis project.**

***The structural plan for the analytical process organizes the phases of analysis and the relevant work packages in terms of both time and content; This allows for an assessment of its duration and resource requirements.***

**Structural plans represent theoretical schemes for the construction of an organizational analysis. They offer no advantage for empirical analysis because they are too rigid to reflect its dynamics.**

**QUESTION 132 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 05**

**What is meant by episodic change?**

**Select an answer:**

**Cyclic change processes**

***Planned change processes* Unplanned change processes Continuous change processes**

**QUESTION 142 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 05**

**Which phase model divides change into eight stages?**

**Select an answer:**

***The phase model established by Kotter***

**The continuous phase model**

**The phase model established by Lewin**

**The episodic phase model**

**QUESTION 165 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 05**

**What is the main goal when an organization implements change management?**

**Select an answer:**

**To better manage the technical development of products.**

**To enforce targets from above through the hierarchical chain.**

***To accompany and successfully implement changes in the organization*.**

**To boost the sales of their products by implementing marketing measures.**

**QUESTION 167 OF 319**

**DLMWPWOAE01\_MC\_easy/Lesson 05**

**What are the consequences of disruptive change in an organization?**

**Select an answer:**

**It initially leads to a higher willingness to adopt the change among all employees.**

***It causes insecurity and fear within the organization*.**

**It leads to higher motivation and willingness to change among all employees.**

**It leads to continuous learning in the organization.**

**How can one analyze how ready for change an organization's employees are?**

**Select an answer:**

**Through the analysis of the company's key figures (sales development; production ratios; etc.).**

**By surveying the grounds for termination of employees that have left in order to identify structural problems.**

**By surveying the economic situation of the company (turnover; customers; competition, etc.).**

***Through interviews, since it can be determined whether the reason for change has been communicated to employees, and whether any fears that have arisen still exist*.**

**QUESTION 179 OF 319**

**DLMWPWOAE01\_MC\_average/Lesson 05**

**QUESTION 181 OF 319**

**DLMWPWOAE01\_MC\_average/Lesson 05**

**What are the advantages of sociograms for the presentation of networks?**

**Select an answer:**

**They enable the presentation of career patterns within a company.**

**They show how many interactions (an exact count!) take place between the individuals of a network.**

**They show the quality and especially the quantity of interactions within a network.**

***They visualize the positions and connections of key people within the group*.**

**QUESTION 183 OF 319**

**DLMWPWOAE01\_MC\_average/Lesson 05**

**Which elements of an organization are considered, in order to recognize career patterns?**

**Select an answer:**

**Quality of the created products, and efficiency of the processes**

**Profit and loss account, as well as cash flow**

**Conditions of workplace facilities (IT, light)**

***Department size and decision-making processes***

**In what respect are Lewin's and Kotter's models similar to**

**change processes?**

**Select an answer:**

**They both assume that change processes cannot be analyzed.**

**They describe change processes as unnatural processes that must be prevented.**

***They provide a clear checklist to divide and analyze change processes into phases.***

**They assume that change processes take place individually and continuously, i.e., not in phases.**

**QUESTION 187 OF 319**

**DLMWPWOAE01\_MC\_difficult/Lesson 05**

**QUESTION 191 OF 319**

**DLMWPWOAE01\_MC\_difficult/Lesson 05**

**With which method can one display and analyze both the quality and the quantity of interactions within a network?**

**Select an answer:**

***Using matrices and matrix algebra***

**By process representation Using questionnaires**

**Using sociograms**



**QUESTION** 189 **OF 319**

**DLMWPWOAE01\_MC\_difficult/Lesson 05**


# When analyzing change processes, why is it important to verify whether there are indeed sufficient resources in the organization to implement them?

Select an answer:

*Changes always involve additional work for the employees of an organization. This is done in addition to the daily business, which leads to time pressure and stress. If these become too much, change projects usually fail.*

The main reason why change processes fail is that there is not enough money for technical and IT investments. This hinders innovation and makes change projects fail.

Resources are intended here, mainly for internal marketing activities. Change must always be “sold” well, in order to generate motivation internally among employees, in which case additional work does not lead to stress.

Motivation for change arises in employees of an organization mainly when there are sufficient resources for salary increases. According to Kotter, this creates a willingness for change.

**QUESTION 197 OF 319**

**DLMWPWOAE01\_Open\_Easy/Lesson 01**

**Name two sciences that define organization differently, and provide the appropriate definition for each science.**

Business administration (2 points) defines organization as being comprised of processes and structures. (1 point)

Sociology (2 points) defines organization as a social system. (1 point)

**QUESTION 199 OF 319**

**DLMWPWOAE01\_Open\_Easy/Lesson 01**

**Explain the difference between the terms “organization,” “company,” and “business operation.”**

Organization describes the social fabric. Business operation refers to the location of a company. Company refers to the legal form of a business.

(2 points each)

**QUESTION 203 OF 319**

**DLMWPWOAE01\_Open\_Average/Lesson 01**

**Describe how product strategy affects the organizational form.**

Single product companies (0.5 P) and main product companies (0.5 P) are mostly structured in the form of functional organizations (2 P). However, if a separate division (1 P) is created for each product group, priority will be given to a divisional organizational form (2 P).

**QUESTION 205 OF 319**

**DLMWPWOAE01\_Open\_Average/Lesson 01**

**Explain why employees are considered as being “members” of the organization, not “elements.”**

Employees influence the organization through their behavior, know-how, actions and social skills (as well as feelings) (3 P). At the same time, they are influenced by the organization (2 P). The elements of an organization, on the other hand, are simply shaped by the organization. (1 P each)

**QUESTION 209 OF 319**

**DLMWPWOAE01\_Open\_Hard\_F1/Lesson 01**

**Constructivist approaches are better suited for analyzing and explaining organizations as social systems than business approaches.**

**Explain why this is the case.**

Business approaches focus on official structures and processes in organizations. (3 P) They therefore focus on the formal guidelines, work orders, and regulations that are necessary to structure and guide complex processes in organizations. (3 P) Formal regulations do not cover all options for action, and all internal relationships in organizations. They are just an incomplete framework for the functioning of an organization. (3P)

However, organizations are social systems that are subject to high internal dynamics and interactive communication. (4 P) Constructivist approaches focus on the informal structures of the organization, as well as on decision-making processes and interaction between actors in organizations in general. (3 P) Thus, they examine those social dynamics that give rise to both formal structures and rules, as well as informal structures. (2P)

**QUESTION 211 OF 319**

**DLMWPWOAE01\_Open\_Hard\_F1/Lesson 01**

**First, explain how strategies are developed in companies, and what factors are considered or can influence these strategies.**

**Second, explain which two factors – and their sub-categories – significantly influence decision-making in the creation of the organizational strategy.**

Strategies arise in organizations from their confrontation with developments in the organizational environment. (3 P) Thus, developments in the sales market (1 P), the customers (1 P), and technologies (1 P) are analyzed.

Strategies are developed in specific strategy workshops. (1 P) Strategy development is characterized on the one hand by human thought patterns (3 P), and on the other by political processes (3 P) within the organization.

Human thinking relies first on known thought patterns (1 P); secondly, on

the organization’s core competencies (1 P) that have been perfected within the organization; and, thirdly, it is characterized by path dependency (1 P).

Political processes within the organization determine who influences the creation of the strategy (1 P), i.e., who participates in its development (1 P).

**QUESTION 219 OF 319**

**DLMWPWOAE01\_Open\_Easy/Lesson 02**

**Define the term empiricism.**

Empiricism refers to experimental science (2 points), i.e., knowledge gained from scientific experiments. Empiricism is a practical experience! (1 point) Thus, findings are not obtained from theoretical considerations (1 point), but from observed actions (1 point), and perceived actions (1 point).

**QUESTION 217 OF 319**

**DLMWPWOAE01\_Open\_Easy/Lesson 02**

**Name three fields of organizational research.**

Goals and strategy; management and leadership; organization and power; operational processes and cooperation; environmental and organizational relations; change processes; production and quality; careers

(2 points per concept)

**QUESTION 221 OF 319**

**DLMWPWOAE01\_Open\_Average/Lesson 02**

**The Human Relations approach mentions a “psychological contract” between the employee and organization.**

**Explain what that means and give an example.**

The psychological contract between an individual and the organization regulates many aspects of cooperation not recorded in writing. This includes the implicit expectations (3 points) between the two parties. Examples are space for self-realization, creativity, and performance demands on the employee (one concept 3 P).

also: the employee's expectations from the company, such as social integration, security.

**QUESTION 223 OF 319**

**DLMWPWOAE01\_Open\_Average/Lesson 02**

**Explain why change processes/change is a relevant field of research in organizational research, and explain which scientific approaches are particularly suitable for the analysis of an organization.**

Change *of* organizations, as well as change *inside* organizations, have become increasingly important topics for organizations in recent decades. (1 point) Increased pressure from the system’s environment (globalization; customer needs; technology) (2 points) initiates change. How this affects and guides organizations, and how change is implemented and reflected on represent the main interest of organizational research. (1 point) Systems-theoretical/constructivist approaches are particularly suitable for this type of analysis. (2 points)

**QUESTION 227 OF 319**

**DLMWPWOAE01\_Open\_Hard\_F1/Lesson 02**

**Explain the analytical limits of the positivist research approaches, and name a field of research that cannot be explained by positivist approaches.**

Positivist research approaches focus on the quantification and measurability of processes and structures. (3 points) They are therefore well-suited to analyze and represent individual processes (2 points), and especially mechanical production processes. (1 point) However, when processes are carried out by members of an organization, they are the result of a decision-making process within a social system. (3 points) These cannot be analyzed or represented monocausally and quantitatively. (3 points) Positivist approaches further exclude the environmental-organizational relations to the greatest extent possible, and are therefore not suitable for analyzing organizations in conjunction with their environment. (3 points) Thus, change processes/change, or the networks of an organization cannot be explained with these approaches. (3 points)

**QUESTION 228 OF 319**

**DLMWPWOAE01\_Open\_Hard\_F1/Lesson 02**

**Name the five scientific approaches to organizational research and explain what each one mainly focuses on.**

Taylorism (2 P) focuses on the objectification of the organization (1P). The Bureaucratic approach (2 P) focuses on clear regulations in the organization (1 P). Post-structuralism (2 P) focuses on the emergence of power and the impact of power on the organization. (1P) The human relations approach (2 P) focuses on the motivation and condition of the individual in the organization. (1P) Systems theory (2 P) focuses on decision-making processes in the organization. (1P)

**QUESTION 230 OF 319**

**DLMWPWOAE01\_Open\_Easy/Lesson 03**

**Describe what organizational diagnostics mean by “organizational climate” and mention two aspects central to the analysis of organizational climate.**

Organizational climate refers to the quality of an organization's internal environment, and how it is experienced by its employees. (2 points)

Relevant aspects are the experience of: the organization as such/ operational performance/ workflows and main structures/ colleagues and supervisors/ information and communication patterns/ cooperation within the organization/ representation of interests

(two correct concepts mentioned; 2 points for each one)

**QUESTION 259 OF 319**

**DLMWPWOAE01\_Open\_Easy/Lesson 03**

**Describe what is meant by early-warning systems from an organizational diagnostic point of view.**

In organizational diagnostics, early-warning systems are ways of quickly identifying (2 P) systemic and system-external changes (opportunities and threats), thus increasing the speed of response. (2 P) For this purpose, change signals are detected, analyzed, evaluated, and relevant measures developed. (2P)

**QUESTION 236 OF 319**

**DLMWPWOAE01\_Open\_Average/Lesson 03**

**Explain the term commitment in general terms, and name the three forms of commitment. Explain briefly why commitment is a relevant research field in aptitude diagnostics.**

Commitment refers to the bond between individual and organization. (1 point) Commitment is a form of experiencing working conditions in organizations. (1 point) Different forms of commitment indicate how employees behave towards the organization. (1 point)

This is defined by the three forms of commitment: affective commitment – based on desires/ideas (1 point), continuance commitment - based on rational considerations (1 point), and normative commitment - based on social values. (1 point)

**QUESTION 263 OF 319**

**DLMWPWOAE01\_Open\_Average/Lesson 03**

**Explain what organizational diagnostics mean by “room to maneuver” for the employee, and how this affects the employee’s experience.**

Room to maneuver means the framework within which employees can make their own decisions (2 P), take responsibility for their actions (2 P), and set goals in a self-responsible manner (1 P). The more room to maneuver there is, the higher the employees’ intrinsic motivation will be. (1P)

**QUESTION 271 OF 319**

**DLMWPWOAE01\_Open\_Hard\_F1/Lesson 03**

**Explain how job satisfaction is created, and how it can be recorded in an organizational diagnostic manner.**

Work satisfaction among employees of an organization develops first of all through structural conditions - tasks and physical working conditions (3 P); secondly, through spaces of action (“room for maneuver”) - decision spaces, regulatory requirements, versatility (3 P); and thirdly, it is also affected by social factors - communication behavior of superiors and colleagues, team structure, quality and quantity of interaction (3 P).

On the one hand, job satisfaction can be recorded on the individual level through polling and interviewing employees (3 P); whereas, through surveying and analyzing a broader spectrum, light can be shed on working conditions (2 P), interactions (2 P), and organization (2 P).

**QUESTION 273 OF 319**

**DLMWPWOAE01\_Open\_Hard\_F1/Lesson 03**

**Explain the potentials and limits of the employee survey method.**

Employee surveys enable the exploration of a variety of viewpoints within the organization (3 P) on organizational work conditions (3 P). This is achieved if the survey is designed as a bottom-up instrument, and employees are given ample opportunity for participation. (3 P) Employee surveys collect the employees’ opinions and perspectives (3 P), but not data on events and actual behavior! (3 P) Therefore, an employee survey can only yield opinions, and is not a method for recording or analyzing actual behavior in organizations. (3P)

**QUESTION 288 OF 319**

**DLMWPWOAE01\_Open\_Easy/Lesson 04**

**What are the data-collection methods for organizational analysis?**

Observation (2 P), surveys (2 P), and content analysis (2 P). Answer: Allow for an interview too.

**QUESTION 289 OF 319**

**DLMWPWOAE01\_Open\_Easy/Lesson 04**

**What is the purpose of the pretest in data collection?**

It serves to check the coherence (2 P), the comprehensibility (2 P), and the logic (2 P) of the instrument chosen to collect data.

**QUESTION 291 OF 319**

**DLMWPWOAE01\_Open\_Average/Lesson 04**

**Name the three steps of summary content analysis to move from general statements to specific categories.**

Paraphrasing to form categories (2 P), generalizing content to condense information (2 P), and qualifying the terms to provide them with features (2 P).

**QUESTION 292 OF 319**

**DLMWPWOAE01\_Open\_Average/Lesson 04**

**What form of content presentation do managers focus on specifically in a final report, to be able to quickly derive decisions from it?**

First, managers want concrete results based on figures, data, and facts (3P). Secondly, they want implementation advice/recommendations, suggestions for solutions based on concrete facts (3 P). (alternatively: Identify potential problems and take the first steps in implementing measures to solve them.)

**QUESTION 294 OF 319**

**DLMWPWOAE01\_Open\_Hard\_F2/Lesson 04**

**Explain what field access means, and how the concept affects organizational analysis.**

**Explain this using the example of an organization that is open to analysis (positive attitude), versus an organization that is not open to analysis (negative attitude).**

Field access means access to informants and information, i.e., which interlocutors

(2 P), and which information (2 P) is available for the analysis project.

The field access therefore decisively determines which methods can be used for data acquisition. (2 P). Some data cannot be viewed at all, since they must be kept secret, for instance, those on internal plant processes (3 P).

In an open organization, interviews (2 P) and open observations (2 P), or broad-spectrum surveys (e.g., process analyses) (2 P) can be carried out, while in a non-open organization, only written data from documents, content analysis, or the individual interviews of the more open-minded members (3 P) are available.

**QUESTION 296 OF 319**

**DLMWPWOAE01\_Open\_Hard\_F2/Lesson 04**

**Explain the advantages and limitations of surveys for organizational analysis, and what forms of survey exist. Mention two aspects.**

Forms: interview (oral; individual/in groups), and questionnaire (written) (3 P), open/closed and standardized/structured questions (3 P)

Benefit: Opinions and perspectives of the interviewees are recorded (3 P). This allows conclusions to be drawn about the social norms/values of an organization (3 P).

Limitations of the method: not actual behavior, but opinions and views can be recorded (3 P). The social expectation context, specifically the interviewer and interviewee influence the answers that are given (3 P).

**QUESTION 302 OF 319**

**DLMWPWOAE01\_Open\_Easy/Lesson 05**

**What data is collected for a network analysis? Name two forms of data.**

Communication data (3 P), and data on interactions (e.g., meetings, workshops, etc.) (3 P).

**QUESTION 303 OF 319**

**DLMWPWOAE01\_Open\_Easy/Lesson 05**

**Which three variables are included in careers analysis?**

Change over time (2 P), individuals (2 P) and organization (2 P).

**QUESTION 305 OF 319**

**DLMWPWOAE01\_Open\_Average/Lesson 05**

**Explain which social dynamics and interaction patterns should be identified at the center of an analysis of change processes.**

**Give two examples.**

On the one hand, social dynamics, such as the development of fears, obstructionist behavior, motivation in the group to embrace changes (3 P). On the other hand, interaction patterns between management and employees, the emergence/communication of common visions, motivation for change, etc. (3 P).

**QUESTION 308 OF 319**

**DLMWPWOAE01\_Open\_Average/Lesson 05**

**How does organizational analysis differ from conventional due diligence regarding the time component of the analysis?**

Conventional due diligence almost always takes place under time pressure and usually takes only a few days (3 P); Organizational analysis mainly uses time-intensive analysis methods, preliminary considerations, and planning (3P), therefore taking much longer.

**QUESTION 310 OF 319**

**DLMWPWOAE01\_Open\_Hard\_F2/Lesson 05**

**What impact does disruptive change have on affected members of an organization?**

**Explain the term and identify three impacts (for example, on employees).**

**In addition, mention three aspects of how the effects of disruptive change can be counteracted over the course of change processes.**

Explanation: disruptive change means radical change. It is connected with the destruction of familiar structures, and the creation of new structures (3 P).

Effects: it leads to fears about the loss of jobs, status, and income (3 P), as well as to obstructionism (3 P).

Countermeasures: Perception of fears (3 P), development of an attractive vision for the future (3 P), active role in the change process for members of the organization (3 P).



**QUESTION** 317 **OF 319**

**DLMWPWOAE01\_Open\_Hard\_F2/Lesson 05**

**Explain the added value of organizational analysis when merging a group with a small start-up.**

**Please mention three specific inputs that conventional due diligence cannot provide.**

Organizational analysis is aimed at recording and explaining formal and informal company structures (3P), while due diligence focuses on the financial valuation of companies. (3P)

This results in three points that offer added value:

1. **Differences in the corporate culture of the group and the start-up are made visible (2 P): these can now be carefully merged, and benefit from each other (2 P).**
2. **Differences in the communication patterns/information flows of both companies are highlighted (2 P); thus, both companies can learn from each other. The speedy communication of the start-up, and its shorter decision-making paths (3 P)**
3. **Knowledge and innovation carriers in the start-up can be identified by analyzing communication networks (2 P), thus, ensuring that these remain in the company and, for example, that quick decisions continue to be made. (3P)**