LEARNING TEST 4 CHAPTER 7

1. Woodward's classification of technology (into three clusters of organizational technologies) was based on a scale that measured:
   a. the number of employees in the span of control
   b. the interdependence of tasks.
   c. the technological complexity of the organization's technical core.
   d. the variety and analyzability of tasks within each department.
2. Which of the following links together manufacturing components that previously stood alone?
   a. Continuous process systems
   b. Flexible manufacturing systems
   c. Advance technological systems
   d. Computerized process systems
3. Computer integrated manufacturing is the result of three subcomponents, these are
   a. CAD, CAM, and integration information network.
   b. people, hardware, and software.
   c. information, computers, and procedures.
   d. CIM, ADC, and software.
4. The awesome advantage of FMS is that:
   a. it requires little training to use.
   b. there is little employee involvement.
   c. one product can be produced at a time, making it easier for employees to operate.
   d. products of different sizes, types, and customer requirements freely intermingle on the assembly line.
5. Characteristics of service technology include all of the following *except*:
   a. longer response time is acceptable.
   b. labor- and knowledge-intensive.
   c. customer interaction is generally higher.
   d. quality is perceived and difficult to measure.
6. Service organizations can achieve their greatest economies through:
   a. centralization of services.
   b. geographic concentration.
   c. disaggregation into small units located close to customers.
   d. centralized decision making.
7. _____ means providing exactly the service each customer wants and needs.
   a. Service complexity
   b. Customized output
   c. Mass customization
   d. CAM
8. The frequency of unexpected and novel events that occur in the conversion process refers to:
   a. uncertainty.
   b. accountability.
   c. variety.
   d. analyzability.

9. Perrow is most concerned with which of the following?
   a. Two aspects of technology: variety and analyzability.
   b. Two types of structure that seem to determine which technology is best.
   c. Two aspects of environment that call for a particular structure.
   d. Two types of structure that seem to determine which environment should be enacted.

10. The general pattern in technology research is that when technologies are routine, analyzable, independent, and well defined, then:
   a. use organic structures with less control, fewer procedures, decentralized decision making, and face-to-face communications.
   b. a sociotechnical approach should be used.
   c. mechanistic structures with tighter control, formalized procedures, centralized decision making, and written communications are appropriate.
   d. coordination must be achieved through CIM.

11. Assume you are the supervisor of workers who have very limited education and experience, and that their work is routine. Generally you would:
   a. be able to handle only a narrow span of control.
   b. strive for low centralization and low formalization.
   c. use the human relations model.
   d. be able to have a wide span of control.

12. Juan works for a college that offers correspondence courses. She works in the mailroom department stuffing envelopes with the replies of professors to students. She then seals the envelopes and puts them in an outgoing bin. She finds that on this job she has a lot of time for daydreaming. You would expect the organizational structure in her department should be:
   a. mechanistic.
   b. organic.
   c. high in variety.
   d. unanalyzable.

13. In football, the interdependence may be termed:
   a. pooled because management must select individual players and develop their skills.
   b. sequential because plays are run sequentially and events during the plays occur sequentially.
   c. reciprocal because mutual adjustments must be made by the players.
   d. sporadic, because it is really a game of individual talents.

14. _____ includes the assignment of goals and tasks to be accomplished by employees.
   a. Job rotation
   b. Job coordination
   c. Job exchange
   d. Job design

15. Which of the following means that the job provides greater responsibility, recognition, and opportunities for growth and development?
   a. Job enrichment
   b. Job rotation
   c. Job design
   d. Job simplification

16. The goal of the sociotechnical systems approach is to design the organization for:
   a. joint optimization.
   b. reengineering.
   c. self-regulation of advanced technology.
   d. strong organization culture.

17. The impact of advanced technologies on job design has been:
    a. job simplification.
    b. no change.
    c. job enrichment.
    d. lowered wages.

18. Suppose that DiamlerChrysler is considering changing its production operations from an assembly line in which each employee adds one piece as a car chassis goes by to an operation in which several employees work as a team to build the total car, with the team deciding who does what tasks. If DiamlerChrysler implements the change, the interrelationships would change from:
    a. sequential interdependence on the line to pooled interdependence between the teams.
    b. reciprocal interdependence on the line to sequential interdependence between the teams.
    c. pooled interdependence on the line to reciprocal interdependence between the teams.
    d. routine tasks to mediating technology.

19. The impact of technology on job design includes:
    a. job simplification.
    b. greater division of labor.
    c. jobs requiring higher-level skills.
    d. lower compensation because of the financial emphasis on equipment.

20. The heart of _____ is not machines, but employee involvement.
    a. mass customization
    b. FMS
    c. lean manufacturing
    d. CAD

21. An organization's ____ is the work process that is directly related to the organization's mission.
    a. core technology
    b. mediating technology
    c. long-linked technology
    d. non-core technology

22. Which one of the following basic technology groups relies heavily on the human operator and is not highly mechanized?
    a. Large-batch production
    b. Mass customization
    c. Continuous-process production
    d. Small-batch production

23. The management systems in both unit-production and continuous-process technology are characterized as
    a. standardized.
    b. mechanistic.
    c. organic.
    d. formalized.

24. ____ production represents mechanization and standardization one step beyond those in an assembly line.
    a. Continuous process
    b. Large-batch
    c. Technical complexity
    d. Small-batch production

25. The Verification Department of the Internal Revenue Service checks the mathematics on returns and notes any discrepancies; this department would fit into which of Perrow's quadrants?
    a. Craft
    b. Routine
    c. Engineering
    d. Nonroutine

TRUE / FALSE

1. "Technology" could be considered to be the tools, techniques, and actions that are used to transform organizational inputs into outputs.

2. Large-batch production is considered to have greater technical complexity than small-batch production on Woodward's scale.

3. Failing to adopt appropriate technologies to support strategy, or adopting a new technology and failing to realign strategy to match it, can lead to poor performance.

4. An integrated information network refers to a computerized system with a common database linking all areas of the organization such as accounting, inventory control, design, marketing, production, etc.

5. Compared with traditional mass production technologies, FMS has a narrow span of control, few hierarchical levels, adaptive tasks, low specialization, and decentralization, and the overall environment is characterized as organic and self-regulative.

6. Engineering technologies tend to be low in analyzability and high in variety.

7. With services technologies, the organization should generally be centralized.

8. Routine technologies are characterized by little task variety and the use of objective, computational procedures, whereas engineering technologies tend to be complex because there is substantial variety in the tasks performed.

9. Boundary roles are used extensively in manufacturing firms, but rarely used in service organizations

10. Span of control is the number of employees who report to a single manager or supervisor and is normally influenced by departmental technology.