the _____ includes the assignment of goals and tasks to be accomplished by employees.

D Job design

_____ is defined as an organization functions best only when the social and technical systems are defined to fit the needs of one another.

B Joint optimization

_____ means providing exactly the service each customer wants and needs.

B Customized output

_____ production represents mechanization and standardization one step beyond those in an assembly line.

A Continuous process

A building contractor is constructing 35 "track homes" on small adjoining parcels. The crew knows that the many subcontractors must complete their work in a proper order. What is your recommendation regarding the level of coordination required?

C Because this is sequential interdependence, regularly scheduled meetings and planning will be needed to coordinate the ordering of the work.

A retail store such as Macy's would be an example of a(n) _____ organization.

B product and service

Assume you are the supervisor of workers who have very limited education and experience, and that their work is routine. Generally you would:

D be able to have a wide span of control.

Baseball would be a close analogy for:

B pooled interdependence

Characteristics of service technology include all of the following except:

A longer response time is acceptable.

Computer integrated manufacturing is the result of three subcomponents, these are:

A CAD, CAM, and integration information network.

In football, the interdependence may be termed:

B sequential because plays are run sequentially and events during the plays occur sequentially

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.

Perrow is most concerned with which of the following?

A Two aspects of technology: variety and analyzability

Primary emphasis for achieving coordination for different types of technological interdependence among departments includes:

A those with low interdependence - various techniques to achieve standardization.

Service organizations can achieve their greatest economies through:

C disaggregation into small units located close to customers

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:

C sequential interdependence on the line to pooled interdependence between the teams.

The awesome advantage of FMS is that:

D products of different sizes, types, and customer requirements freely intermingle on the assembly line.

The frequency of unexpected and novel events that occur in the conversion process refers to:

C variety.

The general pattern in technology research is that when technologies are routine, analyzable, independent, and well defined, then:

C mechanistic structures with tighter control, formalized procedures, centralized decision making, and written communications are appropriate.

The goal of the sociotechnical systems approach is to design the organization for:

A joint optimization.

The heart of _____ is not machines, but employee involvement.

C lean manufacturing

The impact of advanced technologies on job design has been:

C job enrichment

The impact of technology on job design includes:

B jobs requiring higher-level skills.

24. The purpose of the sociotechnical systems approach is to:

D combines human needs with technical efficiency in job design.

The technology employed by an oil explorer of using an "internal divining rod" to decide where to begin drilling operations would be called a(n) _____ technology.

B craft

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?

B Routine

Using Perrow's framework, in which category would you most likely find the public relations department of Dow Chemical Co., the outreach arm for all media and community relations?

B Nonroutine

Which of the following links together manufacturing components that previously stood alone?

B Flexible manufacturing systems

Which of the following means that the job provides greater responsibility, recognition, and opportunities for growth and development?

A Job enrichment

Woodward's classification of technology (into three clusters of organizational technologies) was based on a scale that measured:

C the technological complexity of the organization's technical core

1. A baseball team is an example of pooled interdependence. **T**

2. A company can adopt CAD in one department and/or CAM in another and make improvements in efficiency and quality, but the results of bringing all three components are breathtaking. **T**

3. A mediating technology provides products or services that mediate or link clients from the external environment and, in doing so, allows each department to work independently. **T**

4. Advanced technology does not always have a positive effect on employees, but research findings in general are encouraging, suggesting that jobs for workers are enriched rather than simplified, engaging their higher mental capacities, offering opportunities for learning and growth, and providing greater job satisfaction. **T**

5. 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. **T**

6. Boundary roles are used extensively in manufacturing firms, but rarely used in service organizations. **T**

7. 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. **T**

8. Engineering technologies tend to be low in analyzability and high in variety. **F**

9. 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. **T**

10. Intensive technologies “refers to the combination in one organization of successive stages of production; each stage of production uses as its inputs the production of the preceding stage and produces inputs for the following stage.” **F**

11. Job enrichment refers to the expansion of the number of different tasks performed by an employee. **F**

12. Job simplification means that jobs are made less difficult and with fewer tasks. **T**

13. Large-batch production is considered to have greater technical complexity than small-batch production on Woodward's scale. **T**

14. Mass customization refers to the separation of one product from the mass production line so that it can be adapted to the needs of a particular market. **F**

15. More advanced technology tends to cause job enrichment. **T**

16. Perrow's study is classified as pertaining to organization-level technology, while Woodward's is classified as pertaining to department-level technology. **F**

17. Products of different sizes, types, and customer requirements freely intermingling on the assembly line is an advantage of lean manufacturing. **F**

18. Research suggests that FMS can become a competitive burden, rather than a competitive advantage, unless organizational structures and management processes are redesigned to take advantage of the new technology. **T**

19. 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. **T**

20. Sequential interdependence exists when the output of operation A is the input of operation B, and the output of operation B is the input back again to operation A. **F**

21. Service technologies are considered to be labor and knowledge intensive, while manufacturing technologies tend to be capital asset intensive. **T**

22. Since decision making, communication, and coordination problems are greatest for reciprocal interdependence, reciprocal interdependence should receive last priority in organization structure. **F**

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

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

25. The management systems in both unit production and continuous process are characterized as mechanistic, whereas mass production is seen as organic. **F**

26. The production of tangible outputs from service technology, rather than intangible ones from manufacturing technology, is the most obvious difference between the two technologies. **F**

27. With services technologies, the organization should generally be centralized. **F**