

Organizational theory and management

EXERCISE 2.1

Managerial Priorities

The principal responsibilities usually assigned to a manager are listed below. Review the list and add any responsibilities that you think are missing. Then, rate the five most important managerial responsibilities in descending order from 1 to 5.

- _____ Communicate to each worker what the organization expects from him or her.
- _____ Interpret policies and procedures.
- _____ Plan the work.
- _____ Assign the work, providing instructions and explanations to employees.
- _____ Provide ongoing guidance to workers.
- _____ Maintain quality standards.
- _____ Observe and evaluate worker performance.
- _____ Correct difficulties as they arise.
- _____ Use criticism constructively to improve performance.
- _____ Keep records and do required paperwork.
- _____ Provide incentives.
- _____ Administer and maintain discipline.
- _____ Train and orient personnel.
- _____ Plan and carry out programs to stimulate employee improvement and growth.
- _____ Communicate employees' feelings up the line.
- _____ Communicate management's feelings to employees.
- _____ Display a keen interest in the work.
- _____ Improve your own effectiveness.

EXERCISE 2.2

X-Y Theory Questionnaire

Score the statements (5 = always, 4 = mostly, 3 = often, 2 = occasionally, 1 = rarely, 0 = never) to indicate whether your current work situation is X or Y:

1. My boss asks me politely to do things, gives me reasons why, and invites my suggestions.
2. I am encouraged to learn skills outside of my immediate area of responsibility.
3. I am left to work without interference from my boss, but help is available if I want it.
4. I am given credit and praise when I do good work or put in extra effort.
5. People leaving the company are given exit interviews to hear their views on the organization.
6. I am incentivized to work hard and well.
7. If I want extra responsibility, my boss will find a way to give it to me.
8. If I want extra training, my boss will help me find how to get it or will arrange it.
9. I call my boss and my boss's boss by their first names.
10. My boss is available for me to discuss my concerns or worries or suggestions.
11. I know what the company's aims and targets are.
12. I am told how the company is performing on a regular basis.
13. I am given an opportunity to solve problems connected with my work.
14. My boss tells me what is happening in the organization.
15. I have regular meetings with my boss to discuss how I can improve and develop.

Total score [___]

60–75 = strongly Y Theory management (effective short- and long-term)

45–59 = generally Y Theory management

16–44 = generally X Theory management

0–15 = strongly X Theory management (autocratic; may be effective short-term, poor long-term)

Score the statements (5 = always, 4 = mostly, 3 = often, 2 = occasionally, 1 = rarely, 0 = never) to indicate whether the person prefers being managed by X or Y style:

1. I like to be involved and consulted by my boss about how I can best do my job.
2. I want to learn skills outside of my immediate area of responsibility.
3. I like to work without interference from my boss, but be able to ask for help if I need it.
4. I work best and most productively without pressure from my boss or the threat of losing my job.
5. When I leave the company, I would like an exit interview to give my views on the organization.
6. I like to be incentivized and praised for working hard and well.
7. I want to increase my responsibility.
8. I want to be trained to do new things.
9. I prefer to be friendly with my boss and the management.
10. I want to be able to discuss my concerns, worries, or suggestions with my boss or another manager.

11. I like to know what the company's aims and targets are.
12. I like to be told how the company is performing on a regular basis.
13. I like to be given opportunities to solve problems connected with my work.
14. I like to be told by my boss what is happening in the organization.
15. I like to have regular meetings with my boss to discuss how I can improve and develop.

Total score [___]

60–75 = strongly prefers Y Theory management

45–59 = generally prefers Y Theory management

16–44 = generally prefers X Theory management

0–15 = strongly prefers X Theory management

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EXERCISE 2.3

Organization Effectiveness Simulator (Simulation)

Test your understanding of organizational theory through a series of exercises provided on the Booz & Company website. Identify the organizational flashpoints and create a strategy to address them. Using this simulator, test your strategy and evaluate the results. After you have completed this exercise, analyze the process for diagnosing the flashpoints, for creating the strategy, and for assessing the results. Would you have done anything differently?

Booz & Company, Inc. “Organization Effectiveness Simulator.” www.simulator-or-effectiveness.com/strategy. Accessed 1/23/15.