

Management of Organizational Change

Question 1: Can an organization's structure be changed quickly? Why or why not?

Answer 1: The speed of changing an organization's structure depends on its size. A small organization could change its structure much more rapidly than a large one. Even a large organization can change its structure and often does in response to changing environmental conditions and changing strategies.

Question 2: What types of skills would a manager need to effectively work in a project structure? A boundaryless organization? A learning organization?

Answer 2: In all of these types of organizations, flexibility and adaptability would be critical. In the project structure, conflict management skills might be particularly useful. In a boundaryless organization, the ability to deal with people at all levels and in all areas of the organization might be useful. Finally, in a learning organization, a person would need the ability to communicate both by listening and by speaking because sharing information is important.

Question 3: Is effective communication synonymous with agreement? Why or why not?

Answer 3: A message can be clearly understood, but not agreed with. As long as the message is clearly understood, effective communication has happened.

Question 4: Is information technology helping managers be more effective and efficient?

Answer 4: Yes, information technology is helping managers be more effective and efficient. It has significantly improved a manager's ability to monitor individual or team performance, it has allowed employees to have more complete information to make faster decisions, and it has provided employees more opportunities to collaborate and share information. It has also made it possible for people in organizations to be fully accessible, any time, regardless of where they are.

Question 5: Are there limits on how far a prospective employer should delve into an applicant's personal life by means of interviews or tests? Explain.

Answer 5: The law defines the limits by requiring information to be job related. If the information meets the legality test, it is probably also legitimate from a moral perspective.

Management of Organizational Change

Question 6: Organizations typically have limits to how much change they can absorb. As a manager, what signs would you look for that might suggest that your organization has exceeded its capacity to change?

Answer 6: Signs that an organization may have exceeded its capacity to change include an increasing level of resistance to change. If the changes are negatively impacting employee work performance and behavior, that's another sign that an organization may have exceeded its capacity to change.

Question 7: Are there any implications for nurturing innovation?

Answer 7: If an organization punishes employees for failing, the employees will cease to take the chance on a new innovation, and innovative activity will dry up.