

C6 Structure – Organizational theories – Solutions

1

The properties of a system are known in the case of an enterprise: The system "Enterprise" consists of the system elements man and machine. An enterprise is not just a "social system" because the provision of services often requires equipment (tools, computers, etc.), in addition to people. It follows that enterprise are referred to as sociotechnical systems.

2

a By equating the institutions of the floorball association and the swimming club with organizations, he is responding from the institutional perspective: Both the floorball association and the swimming club are organizations.

b Organizations can be considered not only from institutional perspective described in part a) but also from an instrumental or functional perspective.

From the instrumental perspective, an enterprise (or a Scout Club, etc.) has organization. This is expressed through structures within an enterprise and serves management as a management tool (the organization is an emergent order/structure in a sociotechnical system).

From the functional perspective, an enterprise is organized. Its purpose is the simplification, definition and design of enterprises: Management attempts in an enterprise to cultivate certain models or patterns of order and make them ascertainable for people and thereby able to be planned or shaped.

3

a

	Approaches	
	Technocratic	People-oriented
Focus	Technological structures in the enterprise	Human/social structures in the enterprise
View of man	Man as one of many factors of production	Man as a key success factor (keyword: human resources)
Determinants of productivity	Technological improvements, hierarchical controls	People: consideration of their needs, motivations, incentives

b

Technocratic approach	Reasoning
Scientific management or Taylorism	Productivity gains through scientific methods. The needs of people are considered.
Division of labor and specialization according to Adam Smith	Increase in productivity is due to division of labor and the associated specialization. The motivation of employees does not matter.
Theory of bureaucracy	Focus on rules and structures in the enterprise. It is assumed that hierarchical controls lead to higher productivity.

People-oriented approach	Reasoning
Human-relations approach	Assumption that social factors, such as the operating environment or job satisfaction, have a significant influence on productivity. Human needs are the focus.
Motivation-theory approach	Job satisfaction and motivation of employees are the sources of productivity gains.

4

- a Scientific management
- b Division of labor and specialization according to Adam Smith
- c Motivation-theory approach
- d Human-relations approach / motivation-theory approach
- e Theory of bureaucracy
- f Scientific management
- g Scientific management
- h Theory of bureaucracy

5

a

As a major bank, Credit Suisse evidently cultivates a very people- or employee-oriented approach. This is supported by the following passages:

- “competent employees [...] are our most important asset.”
- “[...] promotion of equal opportunities in a work environment that is free from discrimination.”
- “Credit Suisse supports its employees in achieving a balance between work and private life. To this end, it provides, among other benefits, flexible work schedules [...] .”

b

The mission statement heavily references the principles of the human-relations and motivation-theory approaches. The work environment (equal opportunities, no discrimination) is addressed, for example, as well as making flexible work schedules available; the goal is to try to increase employee motivation.