

Assignment 1:

- a) Many students will probably illustrate what a functional form is by contrasting it with program organization. That is fine. The main point is that specialization after function. In the main book, and in the lectures we have highlighted five strategies: hierarchy, lateral relations, vertical information systems, planning and goal-setting and rules and procedures.
- b) Groupthink is characterized by:
 - a. Illusions invulnerability
 - b. Collective rationalization
 - c. Belief in inherent morality
 - d. Stereotyping others
 - e. Pressure to conform
 - f. Self censorship
 - g. Illusions of unanimity
 - h. Use of mind guards
- c) Mintzberg has 10 managerial roles which are organized into three broader categories.
 - a. Interpersonal:
 - i. Figurehead
 - ii. Leader
 - iii. Liaison
 - b. Informational
 - i. Monitor
 - ii. Disseminator
 - iii. Spokesperson
 - c. Decisional
 - i. Entrepreneur
 - ii. Disturbance handler
 - iii. Resource allocator
 - iv. Negotiator

The themes they are asked to discuss are themes we have discussed in class. This is not an easy assignment, so students who are able to link the roles to the themes in a good way should be rewarded.

Assignment 2:

- a) Cialdini's mechanisms are authority, scarcity, social proof, reciprocity, liking, consistency and unity. The last mechanism is new in the latest version of the book. If a student does not mention this mechanism he should not be punished. As for the discussion part of this question a good student will be able to highlight the mechanism underlying the principles and demonstrate how they are relevant for health care leaders. Students who are able to demonstrate understanding of both the analytical and practical utility of the principles should be rewarded. As should students who show understanding of the limits and ethical boundaries associated with the use of these principles. An important point here is also that knowing when you are in a situation where these mechanisms are likely to influence your decisions is as important as being able to use them directly.

- b) Complex systems are:
- a. richly connected
 - b. nonlinear
 - c. dynamic

In addition, policy resistance and emergence are important features of complex systems. An important distinction is also between combinatorial and dynamic complexity. Complex systems tend to have more dynamic complexity.

Students should be able to explain these features of complex systems. As for the discussion part, a main point in the chapter on complex systems is that health care organizations can be understood as such. Most students will therefore conclude in this direction, but any reasonable discussion that shows understanding of the nature of complex systems should be rewarded.

- c) The most effective ways of achieving coordination vary with the characteristics of the work performed, primarily its certainty or uncertainty. Programming (standardizing) refers to standardizing the performance of work and is most effective when the work is well understood and programmable. Feedback (personal approaches) are used for transfer of information in unfamiliar situations. Standardization of work, processes or outputs are programming approaches. Feedback approaches include supervision, mutual adjustment, group coordination and case management.