

### MODULE 3 Exam questions:

1. If your organization aims towards both efficiency and effectiveness, how you would describe your task design, leadership style and organizational climate according to Chapters 6 and 7 from Burton et al (2021a, 2021b)?
2. **How can the task design, leadership style and organization climate affect employees' inner motivation?**
3. **According to Burton et al. (2021), what are the four different types of organizational climates and how do they relate to leadership styles?**
4. Many businessmen say that money is the best compensation for good results. For example, many salesmen desire their bonuses to be based on quantities sold as these guys are usually able to strike lots of deals each day. Do You agree? Please, give Your reasons for defence of wishes of those businessmen. Do You have any criticism about the matter? Please give Your reasons if there is, in Your opinion, any counter-productive factors (against monetary awards in incentives structure). When some salesmen are doing their utmost to fill and to double and to treble their quotas of successful sales, do You have any concern about any of them becoming afflicted by burn-out? What would You do with an underling (an employee in Your team) who has developed a personal burn out situation in his professional life? How would You continue to develop the organizational climate in Your firm as to the employee burn-out situations?
5. What task design category is suitable for a gourmet restaurant and what is characteristic for this task design (Burton et al. 2021)?
6. How can robots or digital agents aid with different task designs and leadership styles?
7. How can organizational climate be categorized?
8. What are agents and what kind of different agents do you have considering organizations and task design?
9. How different task designs (Burton, Obel, Håkonsson, 2021a) affect to organizational climate (Burton, Obel, Håkonsson, 2021b)?
10. What is the role of leadership in organization design?
11. Which type of organizational climate promotes an innovative culture within an organization?
12. When thinking about a company with high external pressure for change and strongly interconnected processes, what would you consider when developing its organizational design to better fit the situation?
13. It is said in the paper Burton R.M., Obel, B., & Håkonsson, D. D. (2021). Organizational design. Cambridge University Press. 4<sup>th</sup> edition – Chapter 6 that a careful analysis of workflow and flow of information and decision-making is an important part of the organization's design. What should consider when trying to match leadership style to workflow and flow of information and decision-making?

**Include theories from these articles in your answer:**

Burton R.M., Obel, B., & Håkonsson, D. D. (2021). Organizational design. Cambridge University Press. 4<sup>th</sup> edition – Chapter 6

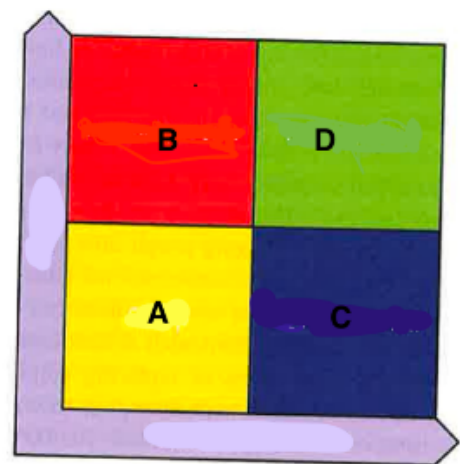
**Burton, R. M., Obel, B., & Håkonsson, D. D. (2021). Organizational design. Cambridge University Press. 4th edition – Chapter 7**

14. Why is organizational culture an important factor for leaders to consider when designing tasks for an organization? Use Burton, R. M., Obel, B., & Håkonsson, D. D. (2021). Organizational design. Cambridge University Press. 4th edition – Chapters 6 and 7 as a guide to your answer.
15. *Space Cats* is one of the leading firms in the market for feline space travel. The CEO, Dr Meow – who most definitely is not just four cats in a trench coat – is described by their subordinates as an innovative, trusting, and bold businessperson, who delegates work to others deliberately and is ready to take risks to succeed. The employees are encouraged to bring forward their own ideas and make decisions for themselves and regarding their tasks. “Here at *Space Cats* we aim for the stars. My employees have my complete trust, and they keep delivering amazing results through innovative ways, so I can concentrate on the strategy.” Dr Meow commented in one interview. “As a growing business, feline space travel sees many exciting breakthroughs yearly and we intend to keep up.” Fill out the following table with reasoning and using it as guidance give your opinion on why or why not Dr Meow’s leadership matches the organization’s needs.

Leadership style	Leader (Burton, R. M. et al., 2021, p. 136-137) Delegates most tasks Trusts the employee’s judgement and decisions Highly concentrated on strategy Ready to take risks Appreciates and is open to innovative ideas
Task design	Fragmented (Burton, R. M. et al., 2021, p. 124-125) High autonomy on tasks Space travel as a business can be assumed to have high variability in the needed tasks Customer bases needs vary drastically
Organizational climate	Developmental (Burton, R. M. et al., 2021, p. 143) High readiness to change Employees are interested in change and development Seems like a nice and comfortable place to work at Individual contribution is celebrated and regarded as important

16. How can organizational design be used to facilitate innovation? What is the importance of strategic alignment, resource allocation, and communication (Burton et al., 2021) in facilitating innovation in organizations?
17. How are task design and leadership style related to each other?
18. Chapter 7 of "Organizational Design" by Burton et al. introduces the concept of leadership style, which comprises four different styles: maestro, manager, leader, and producer. Discuss the distinctive characteristics of each style and compare and contrast their strengths and weaknesses.

19. Analyze the four leadership styles and how those affect organizational culture from the innovativeness point of view.
20. What kind of tasks should robots do in an organization?
21. Organizations usually have to choose between connectedness and variability. What does these terms mean and how can the trade-off be seen in organizations?
22. How do the four types of task design (orderly, complicated, fragmented, and knotty) (Burton et al., 2021a) relate to the four types of organizational climate (group, internal process, developmental, and rational goal) (Burton et al., 2021b), and how can organizations effectively connect these concepts to make their organizations workflow and employee satisfaction better?
23. How can replacing humans with robots affect the organizational climate?
24. What kind of organizational culture and task design has organization which are located in column D?



25. How do task design, leadership style and organization climate affect each other?
26. How task design, leadership style and organisation climate are categorized and how they are intertwined together and with other organisational design parameters?
27. How can leaders utilize different leadership styles in task design (Burton, Obel, & Håkonsson, 2021, Chapter 6) in an organizational climate where readiness for change is low and tension is also low (Burton, Obel, & Håkonsson, 2021, Chapter 7)? Provide examples of such leadership styles and corresponding task designs that would work in such a situation?
28. What types of leadership styles can be recognized and what kind of characteristics they have in organization design?
29. What is organizational architecture? and how important is it for the organisation?
30. How is an organisation's task design intertwined with its leadership style and organisational climate?