

#### MODULE 4 Exam questions:

1. How has organisations developed in terms of hierarchy and what are the means supporting autonomous organisational culture according to Salovaara (2023), Šmite et al. (2023) and Boje (1995)?
2. How can a company implement decentralized decision-making and what are its benefits and challenges (Šmite et al., 2023)? How can leaders use metaphors to communicate such change during organizational transformation and what are the potential limitations (Sackmann, 1989)? Provide examples.
3. According to the Spotify study, what kind of difference there is between managers and squads in terms of authority and what kind of benefits it has brought to the organization design?
4. According to Šmite et. Al (2023), what are some of the challenges that organisations face when attempting to implement decentralized decision making, and how can these challenges be addressed?
5. How can metaphors be utilized to facilitate organizational transformation? Provide examples, and describe how these metaphors may contribute to success of companies in implementing decentralized decision-making and scaled autonomy (Šmite et al., 2023; Sackmann, 1989)?
6. How can a decentralised organisation like Spotify use metaphors in their organisation transformation?
7. How has Spotify's organization design been the key of the company's agility to be competitive in the tech sector? Detail the strengths and the weaknesses of it.
8. According to Sackmann (1989) why should company use metaphors? Sackmann (1989) also described two types of metaphors: targeted and adaptive. Which one would suit to describe Spotify's decision area authority described by Šmite et al. (2023). Describe also why that is a suitable metaphor in a light of the given example of selected metaphor by Sackmann (1989).
9. You are the CEO of a software company and after reading the article "Decentralized decision-making and scaled autonomy at Spotify" by Šmite et al (2023) you start to consider that the autonomous teams-model could also be beneficial for your company. What aspects should you consider when estimating the success of an organizational change towards autonomous teams?
10. Discuss applying metaphors to transformation at a un hierarchical organization? What are the pros and cons?
11. How could metaphors help companies in the de-bureaucratization process?
12. Industrialization's successive four stages launched changes to how the business is organized. What happened with the stage 'Industry 4.0'? How do you think 'Industry 4.0' is visible in the firm Spotify? In which ways and how close are human workers to the business organization at the stage 'Industry 4.0'?
13. What can the benefits be in a transformation towards using autonomous teams in solving complex problems within an organization (Šmite et al. 2023)?
14. Describe how Spotify has implemented decentralized decision-making and scaled autonomy to manage their software development process. What are some benefits and challenges of this approach?
15. What are the benefits and downsides of using decentralized decision-making and scaled autonomy?

16. Is there an alternative option to the hierarchical world we live in, if so how would it work?
17. How do metaphors (Sackmann, 1989) contribute to the transformation of organizations in terms of implementing decentralized decision-making and scaled autonomy (Šmite et al., 2023)?
18. What are seasonal organizations and what examples are there of these?
19. Can the “engineering” metaphor only be used as a targeted metaphor for organization transformation?
20. How could a company benefit from using a metaphor to create its own narrative toward a more self-managed organization design? Reflect on the article on decentralized decision-making and scaled autonomy at Spotify by Šmite et al. (2023).
21. Do you agree with the claim that organizations where autonomy in the teams is higher, are more likely to success in organization transformation?
22. How can one use metaphors to their advantage when transforming an organization to be more decentralized and autonomous? Use the provided articles by Šmite et al. and Sackmann to support your answer.
23. The year was 1862 when Congress passed the Pacific Railway Act, allowing the building of transcontinental (connecting the Pacific coast with the eastern parts of the continent) railroads in the U.S. This law started what would become the world’s longest railway network (Railway Technology, 2014) with a whopping length of 250 000 kilometers. Some benefits of the newly applied magic of railway travel were faster and cheaper travel and moving of raw material and other products, as well as increase in trade – both locally and internationally. The more connected the U.S. became, the bigger the market grew and so did the companies. How did this growth and change influence the development of management? Do you think something alike can happen again?
24. How do metaphors (Sackmann, S., 1989) play a role in facilitating communication and understanding in decentralized decision-making models (Šmite et al., 2023), and what are the potential advantages and disadvantages?
25. Describe the historical shift in management in organizations.
26. In what ways does the use of scaled autonomy and decentralized decision-making at Spotify (Šmite et al. 2023) reflect a departure from the historically traditional approach to this more innovative approach? Mention some advantages and disadvantages of this kind of approach.
27. What is the role of metaphors and storytelling in organizational design?
28. What are the challenges of autonomy in organizations?
29. What are the “targeted” and “adaptive” metaphors in organization transformation?
30. Can the metaphorical language and concepts (engineering, philosophizing, gardening) discussed in the article (Sackmann, 1989) be effectively applied to describe and explain the decentralized decision-making and scaled autonomy at Spotify (Šmite et al., 2023)?
31. Can coming up with a common metaphor be beneficial for autonomous teams?
32. Compare the approaches to change and transformation described in the articles by Sackmann (1989) and Šmite et al. (2023). How do the concepts of metaphors and decentralized decision-making contribute to these approaches?
33. Usually, organizations and teams have a leader. Is this necessary, and can it be changed? Are there other viable alternatives?