

Integration Structure: Quiz

This quiz contains 5 multiple-choice questions and 2 open-ended questions based on 'Transcript 4.3 Integration structure'. Answers and explanations are provided at the end of the document.

1. What is the central question when analyzing organizational structures and leadership?

- A) How to maximize profit
- B) What does the context require?
- C) Which leadership style is best?
- D) How to reduce hierarchy

2. According to Mintzberg, which organizational form emerges when the strategic apex is dominant?

- A) Machine Bureaucracy
- B) Professional Bureaucracy
- C) Simple Structure
- D) Adhocracy

3. In Reddin's model, which style combines high task orientation and high relationship orientation?

- A) Dedicated Style
- B) Integration Style
- C) Relationship Style
- D) Separation Style

4. Which leadership style is most effective in stable, highly regulated environments?

- A) Executive
- B) Bureaucrat
- C) Developer
- D) Missionary

5. What does Mintzberg argue about strategy in The Rise and Fall of Strategic Planning?

- A) Strategy is a fixed plan that can be designed in advance
- B) Strategy is a pattern that emerges through action and learning
- C) Strategy should always be formalized
- D) Strategy is independent of organizational structure

6. Explain why effective leadership is considered situational according to Reddin.

7. Based on the HOLEC case, why did repeated reorganizations fail to produce structural improvement?

Answers and Explanations

Multiple-choice answers:

1. What is the central question when analyzing organizational structures and leadership?

Correct answer: B) What does the context require?

Explanation: The transcript repeatedly highlights context as the guiding question across individuals, organizations, technology, and environment.

2. According to Mintzberg, which organizational form emerges when the strategic apex is dominant?

Correct answer: C) Simple Structure

Explanation: Dominance of the strategic apex with direct downward control yields the Simple Structure—small, entrepreneurial, few rules, strong leader.

3. In Reddin's model, which style combines high task orientation and high relationship orientation?

Correct answer: B) Integration Style

Explanation: Integration Style balances performance and collaboration, scoring high on both task and relationship orientations.

4. Which leadership style is most effective in stable, highly regulated environments?

Correct answer: B) Bureaucrat

Explanation: The Bureaucrat excels where predictability, rules, and procedures dominate—stable, regulated contexts.

5. What does Mintzberg argue about strategy in The Rise and Fall of Strategic Planning?

Correct answer: B) Strategy is a pattern that emerges through action and learning

Explanation: Mintzberg contrasts rigid planning with emergent strategy formed through practice, learning, and adaptation.

Open-ended questions: Suggested answers

6. Explain why effective leadership is considered situational according to Reddin.

Suggested answer: Effectiveness depends on the fit between style and context. Leaders must flex between task and relationship in response to complexity, dynamics, and organizational maturity.

Explanation: Reddin adds a diagonal effectiveness dimension and shows styles gain or lose effectiveness depending on situational demands.

7. Based on the HOLEC case, why did repeated reorganizations fail to produce structural improvement?

Suggested answer: Because change focused on the organizational chart rather than on the real levers: technology, craftsmanship, investment logic, culture, and knowledge development.

Explanation: Mintzberg's machine bureaucracy logic: structure should follow technology and capital intensity. HOLEC's interventions missed these deeper drivers.