Exam questions MODULE 2:

1. Based on reading from Martela (2019) and Fjldstad et al. (2012 and 2018), how would you describe and improve fundamental organizing problems of a self-managing organization which Martela presents in his article?

2. According to Martela (2019), what are the recognized requirements for a self-managed organization (SMO) and based on Fjelstad et al. (2018) analyze what kind of business model could benefit from being an SMO?

3. What are the main advantages provided for self-managing organizations in Martela (2019)? Could these advantages be accomplished through other organizing or other methods?

4. According to Martela (2019), what are the three factors that are likely to influence how easy it is to implement self-management and successful the implementation will be?

5. What are the benefits of using an actor-oriented architectural scheme instead of a hierarchical scheme?

6. Compare the different organization design solutions: how do self-managing organizations solve the six fundamental problems of organizing, compared to the traditional, hierarchical organizations?

7. Name business model elements that carry value to customers and how do they do it?

8. How can self-managing organizations enhance their business models and organization design utilizing the architecture of collaboration and other frameworks?

9. What is a business model and how does value target, value proposition, value constellation,
and value capture have to do with it? Give examples of each of these four.

10. Should all organizations strive towards a self-managing structure?

11. How would you design an organization that operates in a highly volatile market environment?

12. Which value configuration fits best to self-organized business model? For your answer, it is recommended to use theories from the papers bellow.

13. How can self-managing organizations solve the problem of motivation according to Martela, F (2019)? Base your answer on his article: What makes self-managing organizations novel? Comparing how Weberian bureaucracy, Mintzberg's adhocracy,

and self-organizing solve six fundamental problems of organizing. Journal of Organization Design, 8(1), 1-23.

14. Describe matrix as an organizational form and break down its advantages and disadvantages.

15. How do self-managing organizations, collaborative architecture, and business model design interact to create competitive advantage?

16. What conditions allow for self-managing organizations to succeed?

17. What are the three organizational design options introduced by Fjeldstad and Snow (2018) and how do they differ from each other? What are the strengths and weaknesses of each option in relation to meeting strategic goals? Provide examples of industries or business models that would benefit from each option.

18. How can business models and organization design enable effective collaboration among firms?

19. What kinds of organization forms there are and what are the main differences between them?

20. What are the main differences between Weberian bureaucracy and self-managing organizations according to Frank Martela's paper? Is the model of self-managing organization a better choice?

21. Compare the difference of solving the six fundamental problems of organizing between Weberian bureaucracy and self-managing organizations according to Frank Martela?

22. Why have self-managing organisations risen and what value configuration supports them?

23. Explain how business models and organizational design can enhance collaboration and innovation in self-managing organizations. Provide examples and analyze the potential challenges that organizations may face when implementing these strategies.

24. Why is value an important factor when designing a business model?

25. What is organisational architecture, and ow does it relate to organisation design? What are the key
components of the former, and how do they affect the latter?

26. What are the key principles of self-management in organizations?

27. How are the business model intertwined with an organisation design and structure?

28. How building a business canvas can be beneficial for your company?