

MODULE 5 Exam questions:

1. Is change inevitable for a company to stay relevant, thus successful?
2. Explain some of the potential challenges when initiating and doing change in organizations. How can these challenges be overcome through effective organizational design and organizational development?
3. How can intentionally designing incomplete systems be a useful strategy for organizations? Provide examples and discuss the potential benefits and challenges of designing for incompleteness.
4. Why do you think that it is important to understand an organization's design as an ongoing process rather than one-off action?
5. You are consulting a company in the beginning of an extensive organization design restructuring. The team leading the change is somewhat frustrated, as it has turned out that the project will take more time than expected. Based on the articles written by Garud et al. (2008) and Dunbar et al. (2006), how could you help them?
6. In terms of organization design, how can organizations manage to cope during uncertain times?
7. How can organizations effectively design for incompleteness, and what are the benefits and challenges of doing so? Base your answer on the mandatory reading material provided in module 5.
8. Critically assess the statement below using what you learned in class: "There should be decentralized decision-making in pediatric intensive care units" (Madsen et al. 2006)
9. What has been the focus of traditional organization design research (Dunbar et al., 2006)? What are its challenges related to the dynamic nature of organizations? How can the idea of "incompleteness" address these challenges better (Garud et al., 2008)?
10. Explain how to set up structures for continuous, iterative, and user-centric organization design.
11. How can learning from designing organizations (Dunbar & Starbuck, 2006), incompleteness (Garud & Jain & Tuertscher, 2008) and continuing design mitigate hazards and improve organizational outcomes (Madsen & Desai & Roberts & Wong, 2006)?
12. What incomplete, iterative and emergent fit means in organization design and what advantages are related to this kind of design according to the given materials?
13. How can one learn organization design?
14. What tools and perspectives do we have to process and make a change in organizations?
15. How can the concepts of incomplete design and learning from designing organizations be applied in practice to enhance organizational agility according to Garud et al. (2008) and Dunbar & Starbuck (2006)?
16. According to Madsen and his team's paper Mitigating Hazards Through Continuing Design: The Birth and Evolution of a Pediatric Intensive Care Unit the design of organizations is frequently a one and done deal: "Often, researchers study organizations in which design is largely in place and the design process is shrouded in the distant

past.” (Madsen et al., 2006). Give your thoughts about this proposition with the help of the given material.

17. How can an organization design that is incomplete bring success to organizations?
18. What is a learning organization and how can it be seen in action?
19. Why can good leadership help an organization to change?
20. How can incomplete design be a justified choice for companies?
21. What are the continuous, user-centric, and iterative organization design processes and what are the different practices in these?
22. How does the concept of incompleteness (Garud, Jain, and Tuertscher, 2008) relate to the design of organizational structures (Dunbar and Starbuck, 2006)? In what ways can designing for incompleteness promote organizational learning and adaptation?
23. How could the idea of incompleteness be utilized when adapting the process view in organization design? In your answer consider the learnings from the design of Pediatric Intensive Care Unit studied by Madsen et al (2006)
24. Why should organizations incorporate a continuous design process (Dunbar & Starbuck, 2006; Madsen et al., 2006), and how can the concept of designing for incompleteness (Garud et al., 2008), contribute to organizational success?
25. How does power affect organizational change?
26. How can designing organizations as a process of experimentation and learning improve organizational outcomes?
27. According to the study of Madsen, Desai and Roberts (2016) on Pediatric Intensive Care Unit (PICU), what kind of factors were taken into account when building the organizational design for PICU?