



Organizations in the Digital Era (83367)

Exercise 4

Purpose

To understand, analyze, and apply concepts of: 1] Artificial Intelligence (AI) in the context of work and organizations; 2] Engineering Change Management. This exercise will integrate critical thinking to explore these themes for organizational and process improvement.

Instructions

1. The work is performed individually.
2. Submitted as a PDF file, font 11, space 1.5, up to 5 pages Maximum.
3. The submission will open on January 21st and will be close on January 27th, Monday 23:59.
Any delay in submission or not according to instructions will incur grading deduction.
4. At the top of the submitted file, please write your full name and ID number.

Questions

1. a. In the TABLE below - address the challenge you solved in Exercise 3 in your chosen organization. (10%)

Can AI solve the challenge more efficiently? MY Analysis	Can AI solve the challenge more efficiently? ChatGpt Analysis	Give 2 Recommendations for improved performance

- b. Summarize your findings in 2 paragraphs [half a page]. (10%)
2. **Can algorithms change the organizational structure?** This new research from Stanford University may give a hint. Read the paper – to perform this exercise you only need to read until page 4, and all Figures. [Valentine, M. A., Pratt, A. L., Hinds, R., & Bernstein, M. S. \(2024\). The Algorithm and the Org Chart: How Algorithms Can Conflict with Organizational Structures. *Proceedings of the ACM on Human-Computer Interaction*, 8\(CSCW2\), 1-31.](#) (30%)
 - a. DRAW organization's conversion process – indicate in color 2-3 specific location where AI can perform the work.
 - b. Provide your organization's TRUE Organizational Structure; Provide YOUR suggestion for a more efficient organizational structure which includes AI – See **an example in Figure 5** in the paper.
3. Digital and AI Skills Analysis? Cohen, Y. & Chalutz-Ben Gal, H., Digital, Technological and AI Skills for Smart Production Work Environment, INCOM 2024, 18th IFAC Symposium on Information Control Problems in Manufacturing, 28-30 August, 2024, Vienna, Austria.
<https://www.sciencedirect.com/science/article/pii/S2405896324016987> Read this short paper – draw a table similar to **Table 1** – with your organization's data. (25%)
4. Engineering change management [ECM] process – pick 1 model we learned at class. Pick 1 change process in the last year @ your organization. Evaluate it using your chosen Model and critical thinking. (25%)

Goodluck!