

**FEMBA
Management 695**

**Midterm Exam
The Week of April 20, 2002**

Answer all four questions below. Do not spend more than a total of three hours on this exam, at home, making use of all the class materials (including the book). Answers should be concise, well-written, typed, double-spaced, one-inch margins on 8 1/2 x 11 inch paper with 12 to 14 point type in upper/lower case. (You do not have to repeat the questions with your answers.) A maximum of four pages, one page per question, is permitted – not including a cover page that includes your name. Submit one hard copy (no electronic copies) at the start of class on April 27, 2002.

1. What is a paradigm? In what ways are the two dueling paradigms similar and different? Try to reveal *the essence* of each paradigm.
2. What is the relationship between a paradigm and how an organization is designed and managed? Why is a transformation in paradigms so gut-wrenching?
3. What is organizational culture and why must dysfunctions in culture be addressed early on in any improvement program? What would likely happen if cultural dysfunctions were ignored as managers and employees tried to improve their organization – and themselves?
4. Why is it so important for *all* members in an organization to learn the steps and errors of problem management? How does an understanding of assumptional analysis further enhance quantum infrastructures?