

ORGANIZATION THEORY

REVIEW GUIDE FOR THE FINAL EXAM

THE MOST VITAL CONCEPTS AND MATERIALS

Your instructor has carefully reviewed the required materials that were covered during the second half of this course, session by session, in order to highlight what he expects you to know for the final exam. Specifically, the final exam covers Session #7 through Session #15. Refer to the course syllabus for locating the required readings, articles, cases, instruments, and exercises for these particular class sessions.

#7 ORGANIZATIONAL PROBLEMS I & II

1. The five steps and errors of problem management.
2. The two most damaging errors of problem management: the defining error and the implementing error.
3. Decision trees (*people* type trees and *system* type trees), the quantum forest of decision trees, and the need for diverse people (schemas) for a wide range of trees in the forest.
4. The fundamental differences between simple problems and complex problems – and whether one or more persons are needed to solve these different types of problems.

#8 ASSUMPTIONAL ANALYSIS I & II

1. The steps of assumptional analysis; plotting assumptions on the assumption matrix; knowing the fundamental distinctions across all four quadrants of the matrix.
2. Lockean Inquiring System vs. Hegelian Inquiring System: consensus on what is familiar vs. debate on what is unfamiliar.
3. Descriptive vs. normative assumptional analysis: seeing reality for what it is (from stating an initial conclusion to deriving a new conclusion) vs. developing action steps to make a desired conclusion become true by changing the properties of key stakeholders.
4. The advantages and disadvantages of using one person or one group or multiple groups for assumptional analysis on complex organizational problems.

#9 ORGANIZATIONAL TEAMS & STRATEGY

1. The free-rider problem in task-oriented groups: confronting the negative effects of social loafing and the avoidance of responsibility – with leadership and a sanctioning system.
2. Why a quantum infrastructure is essential in order to establish a Problem Management Organization (PMO) – for addressing the organization's most complex problems.
3. A holistic model of formal systems: aligning and deploying strategy, structure, and rewards.
4. Core competencies as the root basis for developing the organization's new products and services in the future.

#10 ORGANIZATIONAL STRUCTURE & REWARDS

1. The definition of task flow (pooled, sequential, and reciprocal task flow) and why sequential and reciprocal task flow should be contained within subunit boundaries while pooled task flow can be left to fall between the cracks.
2. The best and worst structure of subunits – according to the containing of task flow.
3. The crucial differences between the rat and people models of motivation: their formulas ($D \times H$ versus $M \times P \times I$) and their implications for reward systems.
4. The holistic model of performance and satisfaction: Understanding what causes an individual's level of effort, performance, and satisfaction for one work cycle and another.

#11 ORGANIZATIONAL QUALITY I & II

1. Flow charting a process, from womb to tomb, to see the sequence of tasks and decisions – explicitly and consciously.
2. The rainbow flowchart: green for customer-value added, yellow for other stakeholder-value added, and red for no value added.
3. Why cross-functional teams are needed to address the many sequential and reciprocal tasks flows that cut across the standard business functions.
4. Why diamonds (decision nodes) are essential to include so that a group will make the necessary mid-course corrections before handing off errors/defects to internal or external customers.

#12 ORGANIZATIONAL REENGINEERING AND LEARNING

1. The essential differences between gradual and radical process improvement: challenging the underlying assumptions behind the traditional structure of an organization.
2. What are the differences between business functions and business processes? What do these have to do with the structure of work units throughout the organization?
3. What are learning processes, lessons learned, capturing and spreading knowledge, and the learning imperative?
4. Why the previous tracks must achieve their purposes before reengineering and organizational learning can possibly succeed. Stated differently, if the infrastructure is like that depicted in the Paul Marshall's case, all three process tracks will fail!

#13 ORGANIZATIONAL ANALYSIS (OF GE CANADA)

#14 PERSONAL GROWTH I & II

1. What are the seven stages of death and dying? Which stages reveal the "doom cycle" and which define the "growth cycle?"
2. What are the five ingredients of Ego Energy? Why are the five related questions essential to ego development?
3. What are Deepak Chopra's seven stages of ego development (Freud) and spiritual enlightenment (Buddha)? How is his model similar to the evolution of consciousness in the universe?
4. What is Holotropic Breathwork? What are the usual means by which people will be able to journey into the non-ordinary states of consciousness by using this radical methodology? Is the mind located only in the brain – or is it also located somewhere far beyond individual brains? Where?

#15 CRITICAL SUCCESS FACTORS

1. Know the universal principles for organizational transformation.
2. Know the twenty critical success factors of organizational transformation.
3. What are the eight tracks to transformation, how are they grouped into quantum infrastructures, formal systems, and process management?
4. Why is the sequence of eight tracks a commandment for achieving organizational success and personal meaning?