CHAPTER 15 – ORGANIZATIONAL DESIGN AND STRUCTURE

Study:

Open system theory

Organizational structure, organizational design

Differentiation vs. integration (both horizontal and vertical of each)

The three major organizational design types (traditional, horizontal, modular), and examples of each of their subtypes as described in the textbook (e.g., divisional, matrix, etc.)

Five structural configurations (Mintzberg’s model): simple, machine bureaucracy, professional bureaucracy, divisionalized, adhocracy

Don’t worry about:

Specific Zappos or Lily examples

Virtual work

Learning organizations

Contingency design and internal alignment

Balanced scorecard

Organizational innovation

CHAPTER 14 – ORGANIZATIONAL CULTURE

Study:

What is organizational culture?

Levels of organizational culture: artifacts, values, assumptions

Competing-Values Framework (types of culture)

Functions of organizational culture (impact of culture)

Outcomes associated with organizational culture (just know the basics)

Relationship of culture to performance: strong culture perspective, fit perspective, adaptation perspective

Leader’s role in shaping culture

Changing organizational culture

Don’t worry about:

Mechanisms or levers for culture change (only focus on the culture change information we covered in class)

Organizational socialization

Mentoring

CHAPTER 16 – MANAGING CHANGE AND STRESS

Study:

Overview of different forces for organizational change (external, internal), don’t memorize all of them, just know examples from each category

Spectrum of change (adaptive, innovative, radical), general understanding of each

Lewin’s basic model of organizational change

Kotter’s eight steps to successful organizational change

Importance of systems perspective in organizational change

Causes of resistance to change (sub-section in textbook)

Definition of stress, three things that cause stress (Hobfoll, first content slide)

Stress, distress, and eustress

Consequences of distress:

Burnout and its components

Different organizationally-relevant outcomes (performance, deviance, etc.)

Personal coping

Appraisals (primary, secondary)

Coping strategies (control, escape, symptom)

Organizational methods of preventing or managing stress at work:

3 levels of prevention (primary, secondary, tertiary)

Ways of managing stress at each level

Perceived lack of control and how to deal with it (job demands vs. control), what might cause lack of control

Don’t worry about:

List of most stressful experiences in life

Chemical messengers and physiological response to stress

Detailed knowledge of the different things that can cause organizational change

Detailed knowledge of systems model of change (just the basic idea)

Creating change through organizational development (OD)

Dynamic view of resistance

How to overcome resistance to change

ABCDEs of cognitive restructuring