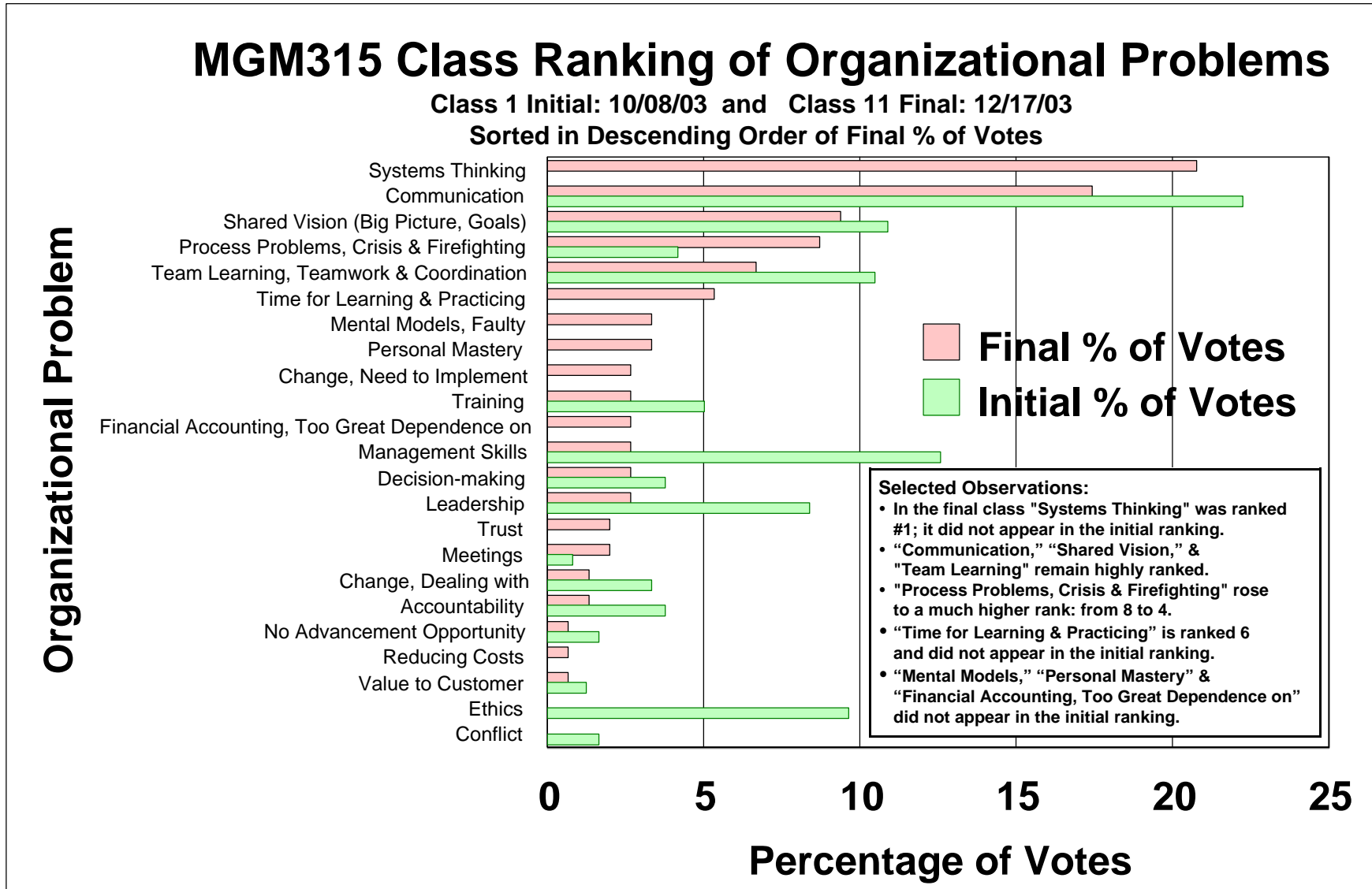


MGM 315, Systems Thinking & Problem Solving - Final & Initial Class Rankings of Organizational Problems

In the first, and last classes, 10/08/03 & 12/17/03, of the Fall Quarter 2003 of MGM 315, Systems Thinking & Problem Solving, the class used the nominal group technique and proportional voting to suggest and rank their perceptions of the most important problems facing organizations.

There was minimal inquiry and advocacy in the initial class and substantial time allowed for inquiry and advocacy in the final class.

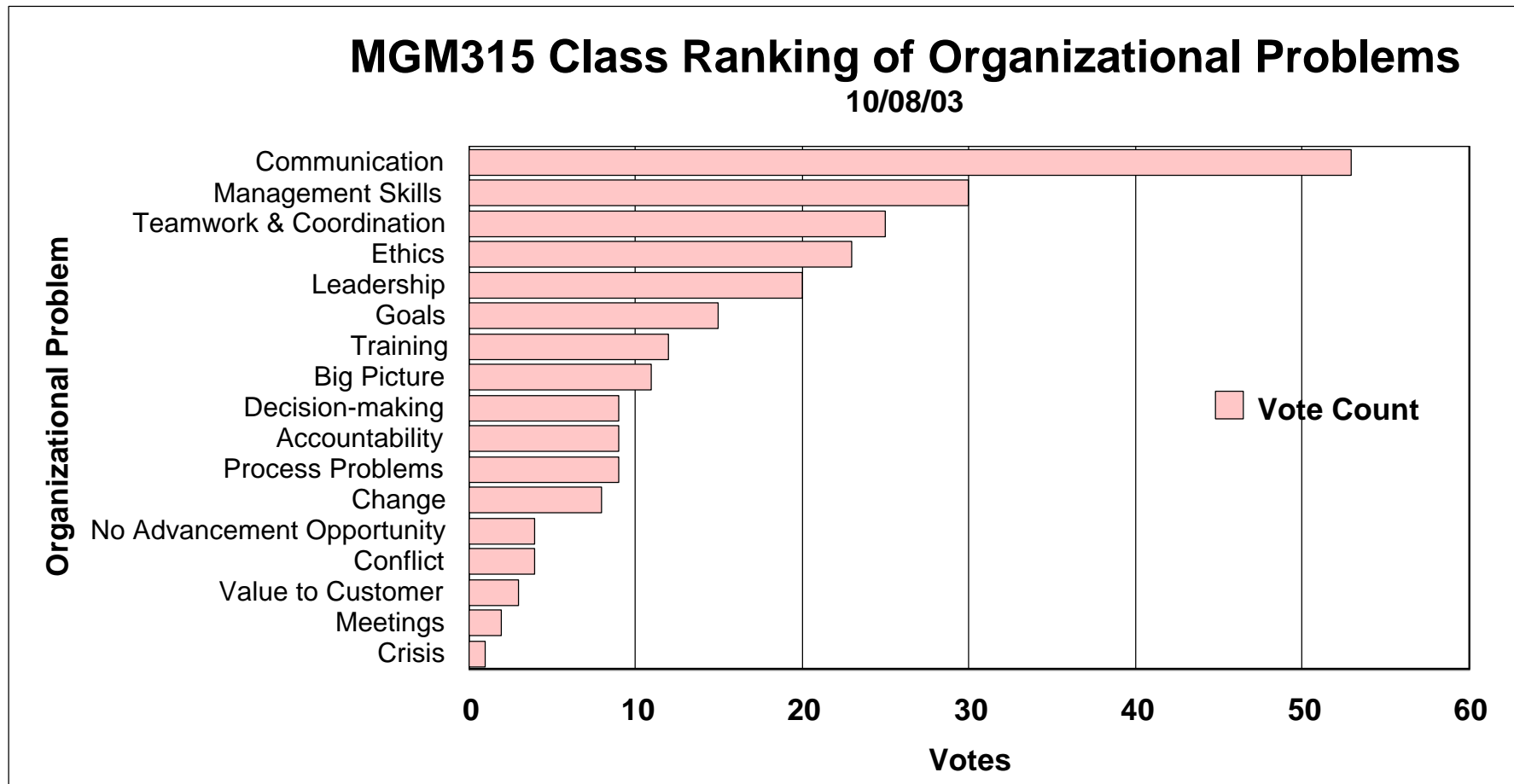
Below is the resulting Pareto diagram for the percentage of votes allocated to each problem from both sessions.



Notes: 1. "Financial Accounting, Too Great Dependence on" has to do with the inability of "financial accounting" to deal effectively with dynamic complexity and its tendency to emphasize short term performance improvement at the expense of long term performance. 2. Some categories do not appear in the initial ranking.

MGM 315, Systems Thinking & Problem Solving - Initial, 10/08/03, Class Ranking of Organizational Problems

In the initial class of the Fall Quarter 2003 of MGM 315, Systems Thinking & Problem Solving, the class used the nominal group technique and proportional voting to suggest and rank their perceptions of the most important problems facing organizations. There was minimal inquiry and advocacy. Below is the resulting Pareto diagram.

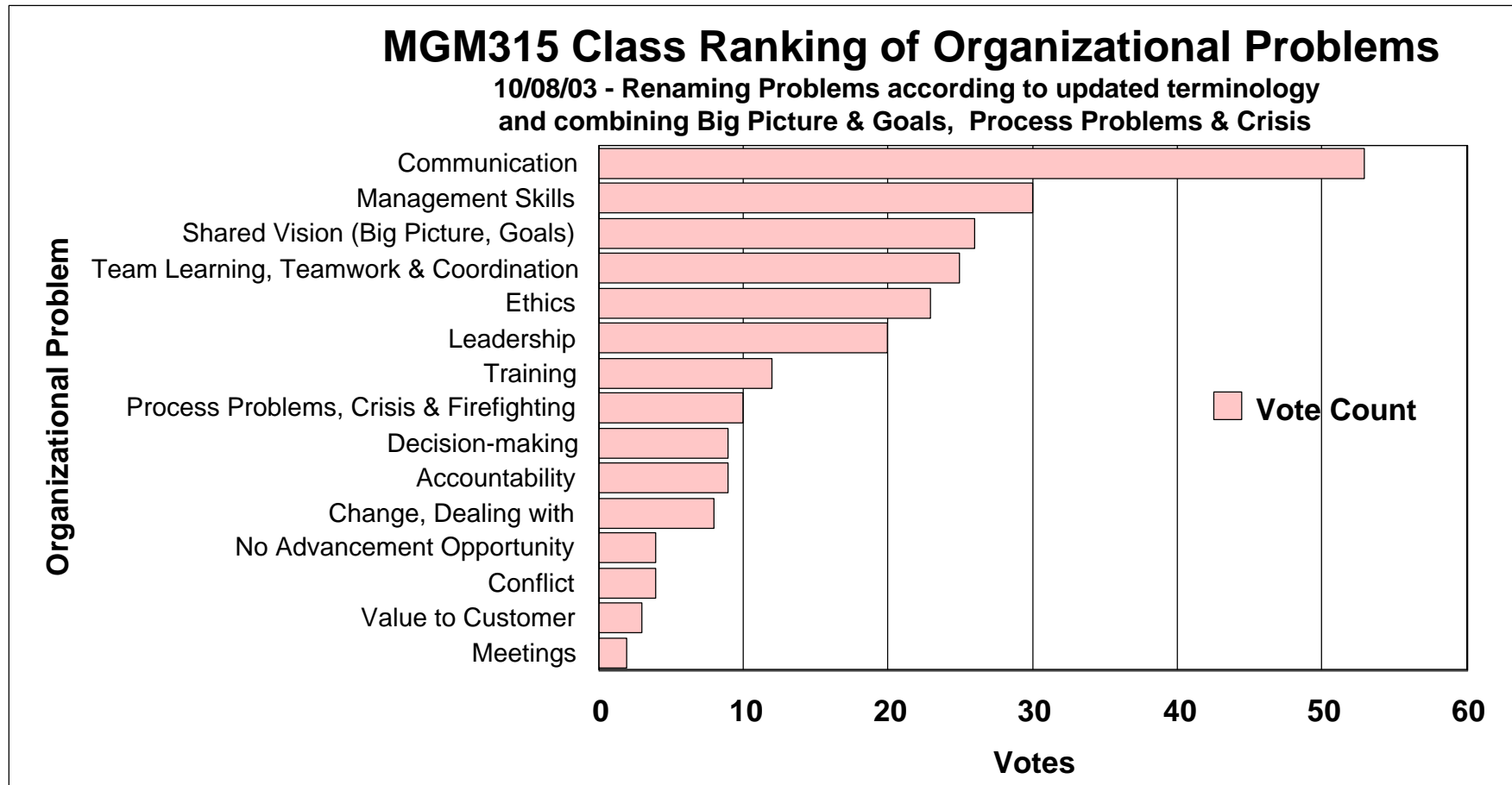


MGM 315, Systems Thinking & Problem Solving - Initial, 10/08/03, Class Ranking of Organizational Problems

Problems reclassified according to updated terminology for comparison with final ranking.

Notes:

- “Big Picture” & “Goals” combined into “Shared Vision”
- “Process Problems” & “Crisis” combined into “Process Problems, Crisis & Firefighting”
- Took “Change” to mean “Change, Dealing with”



MGM 315, Systems Thinking & Problem Solving - Final, 12/17/03, Class Ranking of Organizational Problems

In the final class on 12/17/03 the class suggested additional organizational problems and again used the nominal group technique and proportional voting to suggest and rank their perceptions of the most important problems facing organizations. This time we allowed substantial time for inquiry and advocacy. Below is the resulting Pareto diagram

