

Written Exam Economics summer school 2014

Organization Theory

Bachelors and Masters Course

24 hours take home exam from 14 August at 10 a.m. to 15 August at 10 a.m.

This exam question consists of 2 pages in total

Please note that the language used in your exam paper must correspond to the language of the title for which you registered during exam registration. I.e. if you registered for the English title of the course, you must write your exam paper in English. Likewise, if you registered for the Danish title of the course or if you registered for the English title which was followed by “eksamen på dansk” in brackets, you must write your exam paper in Danish.

If you are in doubt about which title you registered for, please see the print of your exam registration from the students’ self-service system.

The paper must be uploaded as one PDF document (including the standard cover and the appendices). The PDF document must be named with exam number only (e.g. ‘1234.pdf’) and uploaded to Absalon.

Focus on Exam Cheating

In case of presumed exam cheating, which is observed by either the examination registration of the respective study programmes, the invigilation or the course lecturer, the Head of Studies will make a preliminary inquiry into the matter, requesting a statement from the course lecturer and possibly the invigilation, too. Furthermore, the Head of Studies will interview the student. If the Head of Studies finds that there are reasonable grounds to suspect exam cheating, the issue will be reported to the Rector. In the course of the study and during examinations, the student is expected to conform to the rules and regulations governing academic integrity. Academic dishonesty includes falsification, plagiarism, failure to disclose information, and any other kind of misrepresentation of the student’s own performance and results or assisting another student herewith. For example failure to indicate sources in written assignments is regarded as failure to disclose information. Attempts to cheat at examinations are dealt with in the same manner as exam cheating which has been carried through. In case of exam cheating, the following sanctions may be imposed by the Rector:

- 1. A warning
- 2. Expulsion from the examination
- 3. Suspension from the University for at limited period or permanent expulsion.

Assignment

Case:

Torben Andersen is a 33 year old Danish citizen. Since his graduation from the University of Copenhagen with a Masters in Biochemistry, he has been working for DANDRUG, a Danish pharmaceuticals company. At present he is Head of the Research and Development unit of the company in Bangalore – one of the large urban centers in India. The headquarters of the company are located in Jutland. The company employs in total around 1500 persons and the R&D unit in India is the only unit abroad.

The unit in Bangalore employs 20 experienced Indian scientists having PhDs from leading Indian universities and a small administrative staff of local people. In alignment with the company's recent strategy to diversify into new and highly promising markets, the unit was set up three years ago to develop drugs to fight tropical diseases. The aim was to cut R&D costs as well as to draw on local expertise with tropical diseases.

Torben Andersen had worked entirely in Denmark until he was promoted to the position in India. Just before moving to India, he had held a position as team manager in the Danish R&D unit. The previous Danish Head of the unit in India (who Torben replaced 3 months ago) was recalled to his previous non-managerial position in Denmark due to the Indian unit not reaching its goals and high levels of employee dissatisfaction with his leadership as revealed in the company survey.

Question:

Drawing on selected theories related to leadership in general and in an international context discuss what could be the managerial challenges facing Torben Andersen in his present position and how he could deal with these effectively.

Maximum length of exam paper:

The maximum size of the exam paper is 10 standard pages (A4 sheet). Front page(s), table of contents and list of literature, if any, are not included when the number of pages is counted. A standard page is a page with a 12 pitch-font, all margins set to 2.5 cm and line spacing set to 1.5. The students are welcome to use word processing packages like Scientific Workplace or a kind of Tex in which such a formatting is not natural. The student is then required to ensure that the formal requirements are met. Any tables, charts and footnotes etc. are considered part of the standard page and, consequently, form part of the total number of pages in the paper. If the requirement regarding the maximum number of pages is not adhered to, then the exam paper will be rejected and counted as one exam attempt. Each student writes his/ her own exam paper. Exam papers written by two or more students are not accepted.