

Written Exam Economics Summer 2018

Organization Theory

(July 25-27)

This exam assignment consists of 2 pages in total.

Answers only in English.

A take-home exam paper cannot exceed 10 pages – and one page is defined as 2400 keystrokes

The paper must be uploaded as one PDF document. The PDF document must be named with exam number only (e.g. '1234.pdf') and uploaded to Digital Exam.

Be careful not to cheat at exams!

Exam cheating is for example if you:

Copy other people's texts without making use of quotation marks and source referencing, so that it may appear to be your own text

Use the ideas or thoughts of others without making use of source referencing, so it may appear to be your own idea or your thoughts

Reuse parts of a written paper that you have previously submitted and for which you have received a pass grade without making use of quotation marks or source references (self-plagiarism)

Receive help from others in contrary to the rules laid down in part 4.12 of the Faculty of Social Science's common part of the curriculum on cooperation/sparring

You can read more about the rules on exam cheating on your Study Site and in part 4.12 of the Faculty of Social Science's common part of the curriculum.

Exam cheating is always sanctioned by a written warning and expulsion from the exam in question. In most cases, the student will also be expelled from the University for one semester.

Assignment

Case:

Shinsei Bank (the case study is part of the course syllabus – given as text 21)

Questions:

Under the leadership of Yashiro, Shinsei Bank decided on a strategy of growing fee-based revenues. One of the things that the leadership at Shinsei Bank did to attract expatriate and Japanese professionals from foreign investment banks in order to grow fee-based revenues was the setting up of a two-track system for promotion and compensation.

Using data from the case on Shinsei Bank and using relevant theoretical models from the course, answer the questions below:

1. Why did the bank decide to focus on growing fee-based revenues?
2. What impact did the above-mentioned system of promotion and compensation have on the employees and the organisation?
3. Would you have done anything different to attract talent to the bank to grow its fee-based revenues and if so what would it be? If you wouldn't do anything different, why not? Give the rationale for your choices.
4. Would you bring about any changes in the system now? If so, what would these changes be? How would you implement these changes? If you wouldn't change anything, why not? Give the rationale for your choices.

In your answer, you are expected to draw upon and apply relevant theories from the course. You may decide for yourself what theories are relevant. You may choose a combination of theories as the answer can be framed from a number of perspectives, e.g., those on strategy, environment, motivation, culture and change. Other perspectives may also be relevant depending on the focus of your analysis and proposals. The important thing is not the number of perspectives/theories used but their relevance to the questions and the clarity and depth of your analysis.

Maximum length of exam paper:

The maximum size of the exam paper is 10 standard pages (= 24000 keystrokes including spaces). A standard page is equal to 2400 keystrokes including spaces. Included in the total number of keystrokes is the student's written text including footnotes, end notes, equations, formulas, tables and preface (if any). Excluded from the total number of keystrokes is front/ cover page(s), table of contents, summary/ abstract (if any), list of references/ bibliography, figures and graphs. The total number of standard pages and keystrokes including spaces must appear at the front page of the final exam paper. If the requirement regarding the maximum number of pages (keystrokes) is not complied with, the exam paper may be administratively 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.