Written Exam Economics Summer School 2019

Organization Theory

July 24 15:00 to July 26 15:00

This exam question consists of 02 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 <u>one PDF document</u>. The PDF document must be named with exam number only (e.g. '1234.pdf') and uploaded to Digital Exam.

Assignment

Case:

Acer, Inc: Taiwan's Rampaging Dragon
(the case study is part of the course syllabus – given as text 23)

Questions:

Projected 1989 results at Acer indicated that the overextended company was in a tailspin. Concerned by the growing problems, Stan Shih decided to bring in an experienced top-level executive. In late 1989, he signed Leonard Liu, Taiwan-born, U.S.-based, senior IBM executive with a reputation for a no-nonsense professional management style. In an announcement that caught many by surprise, Shih stepped down as president of the Acer Group, handing over the day-to-day management role to Liu.

Using data from the case on Acer and using relevant theoretical models from the course, answer the questions below:
1. What were the steps taken by Liu to drive change in the organization? Critically examine these steps.
2. What were the sources of resistance to the change and what were the reasons behind this resistance?
3. How did Liu deal/not deal with this resistance?
4. If you were leading the change at Acer at the time, would you have done things differently? If so, how?

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, structure, leadership, 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.