

Written Exam Economics Summer 2020

Organization Theory

(July 22-24)

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 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:

Leadership Development at Goldman Sachs

(the case study is part of the course syllabus – given as text 27)

Questions:

Goldman Sachs prized its corporate culture. According to one of its managing directors:

“... when it comes down to it, it is a combination of execution and culture that makes the difference between us and other firms... it’s the glue that binds us together. We hold onto the values, symbols and rituals that have guided us for years, and anything new that we add to the culture always supports what already exists.” (case, p. 6)

Drawing upon the case data of Goldman Sachs, answer the following:

1. Drawing upon relevant theories from the course, describe the culture of the company?
2. How do you suppose the culture of the organization has been shaped? Are there important events from the history of the organization that might have shaped the organization’s culture?
3. Would you say that the organization’s culture is well aligned with its structure, strategy, and processes? Or would you say that there are contradictions between some of these elements? In both cases, explain your position.
4. Did Goldman Sachs need a culture change initiative given its challenges at the time of the case? If not, give reasons for your position and if yes, present your proposal for this change and how it could be successfully executed.

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, 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. The paper will be graded as a whole; there are no separate weights given to the four questions.

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.