

Written Exam Economics Summer School 2021

Organization Theory

(July 29-31)

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:

People Management Fiasco in Honda Motorcycles and Scooters India Ltd.
(the case study is part of the course syllabus – given as text 20)

Questions:

In a landmark incident on September 9th 2005, the “A-shift” in assembly achieved its target of 1000 scooters for the first time after the union formation. Prior to the unrest, the target was achieved in almost every shift. Union leaders said that the targets could not be achieved due to various interruptions. However, they could not satisfactorily explain why these interruptions had not affected the target achievement earlier (case, page 11).

Using data from the case study and using relevant theoretical models from the course, please answer the questions below:

1. Why do you suppose productivity remained low in the organisation even after the settlement agreed upon between workers and management on July 30, 2005?
2. Critically evaluate the various steps the management of the organisation took after the above-mentioned settlement. To what extent do you believe these steps improved/can improve the workers’ and managers’ work situation? How would you measure effectiveness of these steps and what parameters of effectiveness would you look at?
3. What further steps would you recommend to the organisation to enhance productivity so that targets can be more regularly achieved?

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, culture, leadership, motivation, and change. Other perspectives including both classical and alternate theoretical approaches to organization 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.