

Guidelines for evaluation of exam paper in Organization Theory. August 2013.

Written Exam for the B.Sc. or M.Sc. in Economics summer school 2013: Organization Theory. Bachelor's and Master's Course. 24 hours take home exam from 15 August, 10 a.m. to 16 August, 10 a.m.

FORMULATION OF THE ASSIGNMENT TO THE STUDENTS.

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 (or in Norwegian or Swedish).

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.

The Faculty of Social Sciences
The Study and Examination Office
October 2006

Exam Assignment

Aslo is a manufacturing company in the medical instruments industry in Denmark. Most of the company's business is in Denmark but it also has some clients in other European countries. The company, faced by global competition, rising costs and thinner profit margins is considering introducing performance related pay across the functions of production, research & development and sales.

Discuss the pros and cons of performance related pay when related to:

- *Workers* in the company's production department; some workers are unskilled with repetitive manual work; other workers are skilled and monitor automated machinery.
- *Researchers* in the company's research and development department; some researchers work on individual projects, but most work in teams.
- *Sales people* in the company's sales department; each sales person has a geographical district and an office in the company building; but the sales people spend more than half of their working time outside the company building - being either "on the road" or visiting customers and potential customers.

In consideration of the above, what would you recommend to Aslo?

The discussion and proposals should be related to relevant theories.

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.

GUIDELINES FOR EVALUATION OF EXAM PAPER.

The point of departure for evaluation is the academic aims of the course:

- Describe basic principles of the following theories: Classical Organization Theory, Human Relations, Human Resources, Contingency Theory, Institutional Theory, Resource Dependence Theory, Population Ecology, Transaction Cost Theory, New Public Management and Lean Production.
- Describe theories about: Strategy, structure, network, culture, leadership, groups, communication, power, decisions, motivation and learning.
- Analyse and compare the theories, their strengths and weaknesses with regard to obtaining an understanding of concrete organizations and organizational phenomena.
- Analyse the relevance of the theories, their strengths and weaknesses from the point of view of practical action and management of tasks and problems in organizations.
- Select, justify and apply relevant theory in analysis of organizational issues or themes described in a concrete case; and present analysis and proposed solution in a written essay in a grammatically correct, clear and coherent way.
- Describe differences and similarities between economic perspectives on organizations and perspectives from other social science disciplines.
- Describe the difference between Organization Theory as a scientific discipline and management literature.

Framework for Evaluation

Students are free to organize their paper in different ways. Apart from the formal rules on paper length mentioned above, no rules for paper structure have been given to them with the reasoning that they should have the freedom to adopt a style that suits them best. The only clear requirement is that they should apply relevant theories covered in the course to the problem analysis and proposal of solutions.

With respect to this particular exam assignment, the student should demonstrate knowledge and understanding of essential concepts, theories and arguments concerning 'pay for performance' in organizations and an ability to reflect on and analyze organizational issues related to pay for performance such as motivation (intrinsic and extrinsic), job satisfaction and organizational commitment. Students should also consider the unique organizational context of the problem, in particular the nature of the job that the employees concerned are performing.

With respect to the syllabus, of particular relevance would be texts 4, 6, 7 and relevant chapters from text 2 in the syllabus list below that cover issues related to motivation and pay. In addition, students are free to bring in other topics/arguments that they feel are relevant to the problem at hand and can therefore draw upon other concepts and theories covered in the course. For example, some other relevant areas could be organizational strategy and change and organizational culture. As such relevant chapters from text 1 as well as texts 8 and 10 from the syllabus list below could also be relevant. Students are allowed to cite examples to demonstrate their point and strengthen their arguments. They are also allowed to refer to slides from the various sessions. These are all uploaded on Absalon.

Overall, the exam paper is evaluated as a whole based on an assessment of the student's understanding of relevant concepts and theories and their analysis of the problem and recommendations. The evaluation should be based on the coherence of their arguments and their depth of analysis through application of key concepts and theories.

SYLLABUS:

- (1) Richard L. Daft, Jonathan Murphy, Hugh Willmott: Organization Theory and design. South Western. Cengage-Learning, 2010. Chapter 6 and cases/ exercises not included.
- (2) Penny Dick & Steve Ellis: Introduction to Organizational Behaviour. Third Edition. London: McGraw Hill Education. 2006. Chapter 1, 3-6 & 10.
- (3) W. Richard Scott & Gerald Davis: Classical Organization Theory. In: W. Richard Scott & Gerald Davis: Organizations and Organizing. Rational, And Open System Perspectives. New Jersey: Pearson Education. 2007. Page 41-50.
- (4) David Jaffee: Human Relations and Human Resources. In: David Jaffee: Organization Theory. Tension and Change. New York: McGraw-Hill Higher Education. 2001. Pages 65-73, 78-87.
- (5) Sytse Douma & Hein Schreuder: Transaction Cost Economics. In: Sytse Douma & Hein Schreuder: Economic Approaches to Organizations. FT Prentice-Hall. Pearson Education. 2008. Page 161-191.
- (6) Bruno S. Frey & Margit Osterloh (eds.): Successful Management by Motivation Balancing Intrinsic and Extrinsic Motivation. Berlin: Springer. 2002. - Chapter 1 and 3 except page 61-67.
- (7) John Child: Payment Systems. In: John Child: Organisation. Contemporary Principles and Practice. Malden, MA: Blackwell Publishing. 2005. Page 156-174.
- (8) Gary Yukl: Leading Change in Organizations. In: Gary Yukl: Leadership in Organizations. Sixth Edition. New Jersey: Pearson. 2006. Page 284-314.
- (9) Fiona M. Wilson: What Managers Do - Leadership. Chapter 8 & 14 in: Fiona M. Wilson: Organizational Behaviour and Work. A Critical Introduction. Oxford University Press. 2006.
- (10) Mary Jo Hatch with Ann L. Cunliffe: Organizational Culture. In: Mary Jo Hatch with Ann L. Cunliffe: Organization Theory. Modern, symbolic and postmodern perspectives. 2nd edition. 2006. Page 175-213.
- (11) Collection of slides with overview presented on day 15, cf. the plan for the course.