MBA Comp Exam Questions AY 2024-2025 – MGMT 6010*

*The comprehensive examination will include one question from organizational behavior and one question from organization design. **You are only required to answer <u>one</u> of the questions and may choose which question to answer.**

<u>Organizational Design</u>

1. 'Orcult' is an innovative social media company. The CEO has a firm belief that flexibly and creativity are important for the company's success. Due to the unexpected demand relating to the COVID-19 pandemic in the last few years, the CEO decides to expand the business and to hire a large number of new employees. While it is good to grow, the CEO is worried that the current innovative and creative culture within the company may be hard to preserve. The CEO heard that you have taken MGT6010 and asks for your advice. Please advise the CEO with specific plans on how he can maintain the current organisational culture as the company expands. Draw on course material to support your plans.

2. The newly appointed CEO of a major car manufacturing organisation has asked for your help. A number of cars have been returned due to faulty breaking systems. Although the organisation has prided itself in having a strong safety track record, the CEO is concerned about the latest safety issues reported by car owners. What recommendations would you make to the CEO in terms of achieving a strong safety organizational culture. (You can make sensible assumptions provided they are explicitly stated).

3. Upon reaching your 8-year anniversary with Bike Hard, you are promoted to a high level management position. Bike Hard manufactures a unique line of bicycling helmets and has 85 employees whose jobs consist of making and testing the helmets. These helmets are constructed using bio-thermal technology (i.e., the helmets are self-cooling when the biker's body temperature reaches a certain level). The employees who make these helmets have advanced degrees in the field of bio-kinetic research. As a whole, they are innovative, self-starters, and are highly intelligent. They take great pride in their work and feel especially gratified when they produce a flawless product (their mantra is "perfection takes time"). These one-of-a-kind helmets are suddenly in great demand. Bike Hard has recently been asked to supply helmets for every rider in the upcoming Tour de France cycling race. You realize your work will be cut out for you. Given the nature of the task and the workforce, how would you structure this division in the company to ensure productivity goals are met while also preserving worker autonomy and creativity? Justify your choice of organizational structure and describe the benefits and potential drawbacks of your suggested structure.

Organizational Behavior

1. A CEO of a technology company has unexpectedly made an extremely large profit during the past financial year. Initially she was going to give a large bonus to her employees, but has recently learned that too many rewards may do more harm than good to employees' intrinsic motivation. She is now worried and is no longer sure what to do. What would be your advice for this CEO on whether or not she should provide large bonuses? Please use theories and research evidence to support your advice.

2. John Meyer, the team manager of a large investment bank, approaches you for advice: "Although most of the investment bankers in my team perform satisfactorily, I noticed one particular investment banker who keeps on underperforming. Specifically, he continuously fails to meet the financial targets that I set him and thus does not receive any bonus payments, as a consequence of not meeting the financial targets. Also, he does not seem to put in the effort into his work that all of his colleagues put in and he often arrives late for work. How can I help this investment banker to perform as well as his other team members do?" Drawing on theories and empirical evidence, discuss how John may seek to improve the performance of this under-performing investment banker. (You can make sensible assumptions provided they are explicitly stated).

3. Clarissa was recently hired as the CEO of a struggling retail company in order to turn things around. She had previously worked for 15 years in another retail company and rose through the ranks to CEO with the support of the previous CEO who was her mentor. She and her leadership team were a close-knit group as they had all worked together for many years and knew each other well. However, Clarissa is finding that her direct, no-nonsense style which worked well in her previous job is not working so well here. The leadership team do not seem to like her style, and she has already heard rumours that people think she is "too pushy" and "difficult to work with". Clarissa knows what she needs to do to turn the company around, and she needs to make those changes urgently, but if she cannot get her leadership team on board then nothing will happen. Why is Clarissa facing these difficulties in her new company? What advice would you give her on how to improve the situation and get her leadership team on board? Be sure to use materials from the course (lecture slides, readings) to support your analysis and recommendations.