

Total: 3 Pages

(Title page + Questions)

Final Exam

„Organizational Culture“

(Winter Semester 2016/17)

Supervisors: Prof. Dr. Gerhard Schewe
Dr. Marcus Heidbrink

Date of the exam: 21.12.2016

Approved resources:

- You are allowed to use a dictionary.
- On your exam, please state whether you are an international student.

The exam comprises 6 questions that all need to be answered.

1. Definition of organizational culture (9 points)
2. Relevance of organizational culture (6 points)
3. CSR culture (16 points)
4. Challenges of fast growing companies (12 points)
5. High performance culture (8 points)
6. Change capable culture (9 points)

You can obtain a maximum of 60 points. The number of points serves as a guideline as to how much time you should spend working on each task.

Question 1: Definition of organizational culture

According to Edgar Schein: Which are the 3 layers of organizational culture he defines in his culture model? Please name the layers & describe them shortly. Additionally, give one example for each layer!

(9 points)

Question 2: Relevance of organizational culture

Why is it important for companies to be aware of organizational culture and not only of rational aspects such as finance etc.? Please describe 4 different positive effects (qualitative or quantitative) of a strong organizational culture!

(6 points)

Question 3: CSR culture

a) What are the 4 major dimensions of Corporate Social Responsibility? Please name the dimensions and describe them shortly!

(10 points)

b) A special characteristic of CSR culture is that CSR companies have a very strong purpose. What are advantages of having a strong purpose as a basis for the daily work? Please explain 4 different advantages!

(6 points)

Question 4: Challenges of fast growing companies

Imagine you are a consultant for a fast growing company, like e.g. ArchDaily.

a) What kind of challenges do fast growing companies have to deal with? Please name 3 challenges!

(3 points)

b) What could help fast growing companies to cope with these three challenges successfully? Please suggest & describe one helpful way of communicating/cooperating for each challenge!

(9 points)

Question 5: High performance culture

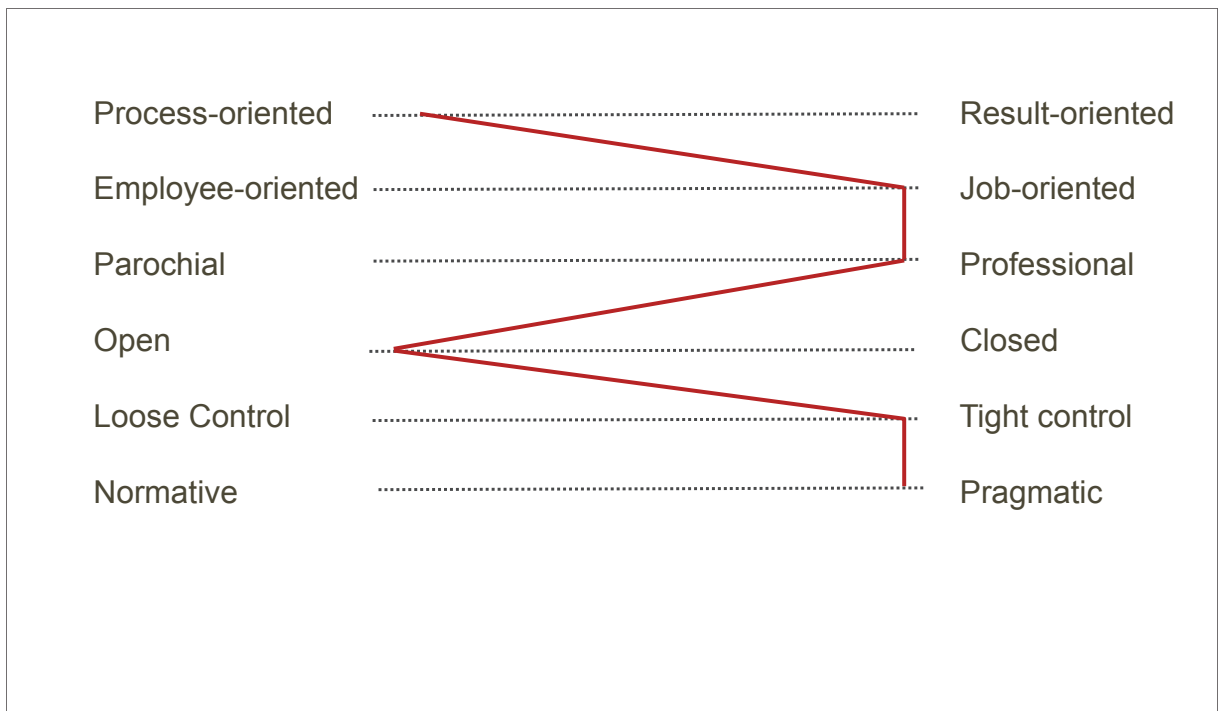
What are characteristics of high performance cultures? Please name 4 characteristics and describe them (e.g. by giving examples)!

(8 points)

Question 6: Change capable culture (according to Hofstede)

Have a look at this exemplary culture profile of a fictional company. Which dimensions does this company have to work on to become more agile/more capable of change? Name the dimensions and please shortly explain why it is helpful to make a change on these dimensions!

(9 points)



Good luck! ☺