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Final Exam
„Organizational Culture“
(Winter Semester 2017/18)

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

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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 (6 points)**
- 2. Causation & Effectuation (9 points)**
- 3. CSR culture (16 points)**
- 4. Challenges of fast growing adolescent companies (5 points)**
- 5. High performance culture (15 points)**
- 6. Change capable culture (9 points)**

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

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.

(6 points)

2: Causation & Effectuation

There are 2 entrepreneurial principles: causation and effectuation. Which one of these two principles leads to more success in the vuca-world? Please state the principle, describe it shortly and explain why it is the more successful one.

(9 points)

3: CSR culture

a) 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 within such a company? Please explain 4 different advantages!

(8 points)

b) What can be positive impacts of CSR-companies, e.g. when you think of the major dimensions of CSR? Please shortly explain the impacts you can think of.

(8 points)

4: Challenges of fast growing adolescent companies

Imagine you are a consultant for a fast growing adolescent company, such as ArchDaily. What kind of challenges regarding cooperation & communication do fast growing companies have to deal with? Please name 2 different challenges and for each challenge, suggest one possible action companies could take to deal with it!

(5 points)

5: High performance culture

a) The transformational leadership style is a main factor influencing high performance culture. Please name the 4 i's which define this leadership style. Additionally, describe 2 of these 4 factors in detail.

(8 points)

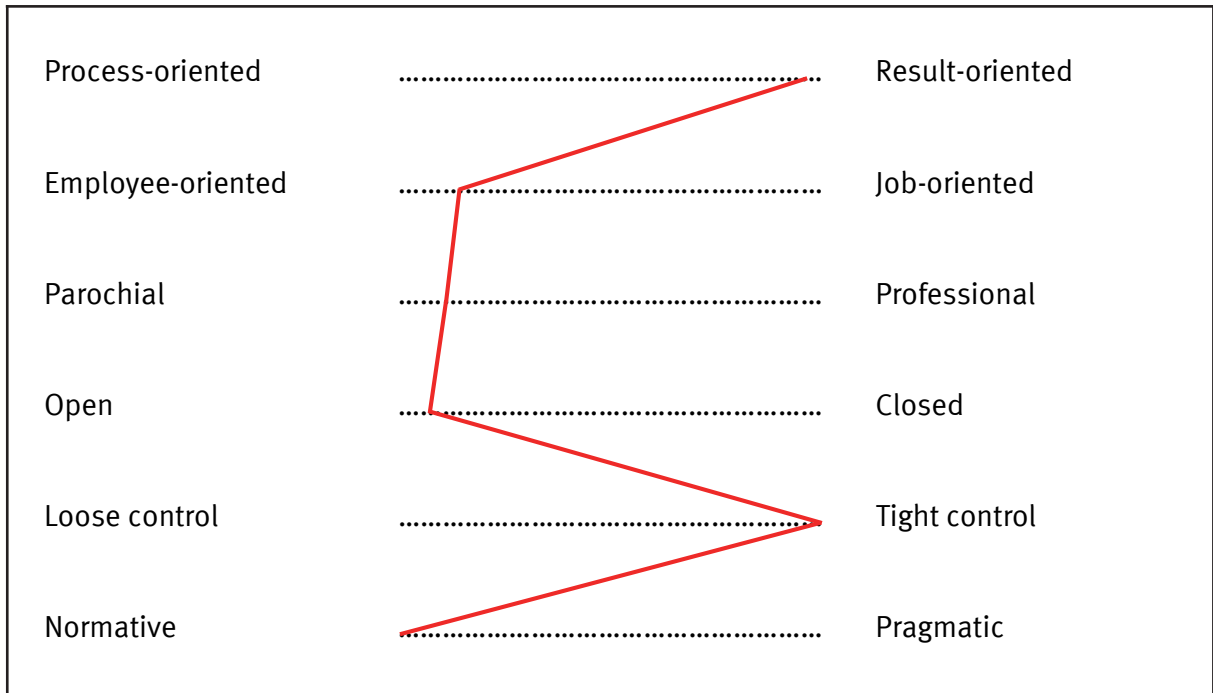
b) Remember how the German national football team used the magic triangle plus to become a high performance team. Please name the four main dimensions of the magic triangle plus. Then shortly describe 5 principles the team implemented to improve the culture dimension.

(7 points)

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! ☺