

MBA Comp Exam Questions AY 2025-2026 – MGMT 6010*

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

Organizational Design

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 braking 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. The role of leaders in transmitting and embedding ethical and cultural values in organizations has been discussed often in organizational behavior and leadership research. You have been hired as an ethics consultant and executive coach for an organization that has received intense public scrutiny for its unethical practices. As a result of this scandal, the old CEO was fired and a new CEO has just come on board. After a careful analysis, you have diagnosed that the unethical culture of the organization is in need of serious change. The former CEO would give lip service about ethics, but did not enact ethical values. Employees have lost trust in the company and many are looking to leave the organization if things do not change. After meeting with the new CEO, you learn that the new leader values integrity, transparency, and accountability, and seeks to create an atmosphere where employees will feel comfortable discussing issues that have moral and ethical implications.

Applying what you have learned about culture and in MGMT 6010, what advice would you give this new CEO to *embed* those values stated above? What interventions/changes are needed to achieve an ethical culture? Justify your answer by drawing upon course material.