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First Name:

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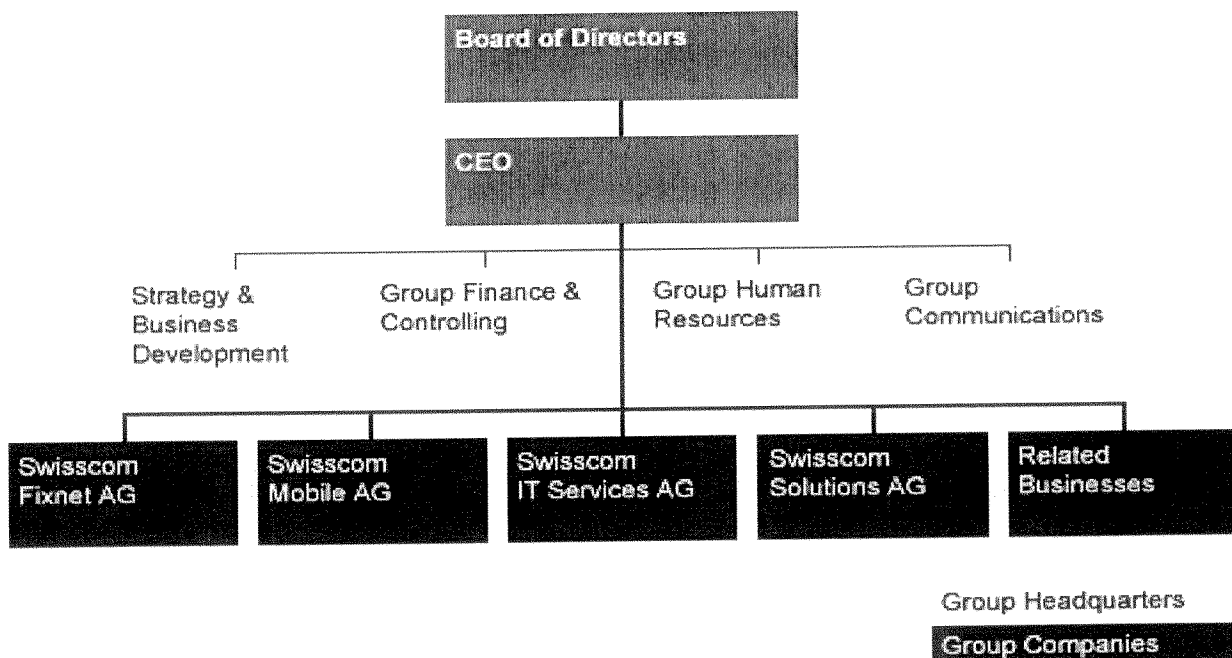
*In this exam, you are required to answer 10 questions/assignments in a time span of 60 minutes only. Therefore, be brief and precise. – Good luck!*

1. Explain the connection between “control span” and number of hierarchical levels. (5'; 2 points)
2. Which organizational form is better: the mechanistic or the organic structure? – Please explain. (5'; 1 point)
3. What does the term “taylorism” stand for? (4'; 1 point)
4. What is a horizontal organization? And why do we call it that way? (5'; 2 points)
5. Explain the triage idea. (3'; 1 point)
6. You and your team are in charge of a delivery process. You meet regularly to discuss achievements and problems. You want to base these discussions on facts. If you had to choose only 3 process indicators, which ones would you choose and why? (5'; 3 points)
7. Turn the book to page 189. There is a text on “Google’s Googling Culture”. What does the abbreviation TGIF stand for? (3'; 1 point)
8. Go to page 68 of the book, figure 3.3. Explain the importance of a sound ethical code for a company, using the terms “transaction costs”, “bureaucratic costs” and “degree of uncertainty”. (10'; 3 points)
9. Draw an **organizational chart** in the most common form of a **product matrix**, consisting of the following units: Human Resources Management, Sales, Public Relations, Product Group A, CEO, Production, Research&Development, Product Group B, Market Research, Purchasing, Assistant to the CEO, Product Group C, Finance&Accounting, (10'; 4 points)

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10. Below, you find the organizational chart of the Swiss telecommunication company Swisscom.



Please answer the following questions:

- Which principals of grouping and supervision did Swisscom choose?
- Which alternative principal of grouping could make sense as well?
- What is the main purpose of the "Group Headquarter" units? Why were they installed?

(10'; 4 points)

**Total of 60 minutes and 22 points.**