

# Fundamentals of Organizational Structure

## Take Home Exam

### Assignment:

- To ask **three questions** from a management consultant's point of view on the case study (what would you ask the CEO of this company if she narrates this story to you?).
  - To explain in your submission in what ways each question will **help the CEO** (why are you asking this question?).
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### Overview of the Case Study:

Ben & Jerry's Homemade, Inc. started in 1978 as a small ice-cream parlor in Burlington, Vermont, with founders Ben Cohen and Jerry Greenfield. They aimed to operate a rather unconventional business, sharing success with employees and engaging with the community. Over time, the company grew, faced market challenges, and underwent leadership transitions. Despite success at the start, the company faced difficulties balancing its social mission with financial performance, and that resulted in employees developing confidence issues and overall frustration. The company's core values include social responsibility, unique company culture, and a commitment to their mission.

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**Three Questions** I would ask the CEO of the company as a consultant, and why and in what ways thinking about the question and it's answer would help the CEO:

Q No.	Questions	How this will help the CEO
1	What factors led to the decision to drop the 5-to-1 wage ratio and the ensuing appointment of a CEO with a sales- and marketing-focused agenda?	Understanding why exactly the 5-1 salary ratio rule was abandoned and why the CEO was changed, along with understanding how these decisions affected employees and other stakeholders can provide insight on how the company works in “war - time”.
2	What were the observations and learnings from the yearly self critical “social performance” audit, and how have the responses	The CEO will use this question to assess the social performance audit in particular as one of the company's feedback methods. Knowing how employee opinion is taken into consideration when making decisions can

	of it steered the direction of the company and its values?	shed light on the company's dedication to its social mission and the welfare of its personnel.
3	Issues were reported of confusion, frustration, and low self esteem among the staff members. How does the company plan to address these issues?	This question is very important for the CEO to understand the current state of the organizational culture and the areas that need improvement. This will help the CEO develop strategies to address the reported issues and maintain a positive work environment that's aligned with the company's values and mission.