

Mid-Term #2 – Sample Questions
“Textbook Chapters, additional readings and in-class lectures”
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Course: MGT 360
Title: Management and Organizational Behavior (3 units)

“Opportunity is missed by most people, because it is dressed in overalls and looks like work.”

--Thomas Edison (1847-1931)

The purpose of these sample questions is to provide students with the structure and style of typical questions for the second mid-term exam. These questions are provided solely for learning purposes, including self-evaluation. Students must commit to seriously study of all of the material from class. These questions have been provided before the students submitted any potential questions and in a few cases, a week before some of the material is scheduled on the outline.

Please make sure that you answer each and every part of the question. You may see me (or call me) during my office hours if you want to review your potential answers.

Section I. “Primarily from the Textbook”

1. (Chapter 19) One of the six sources of conflict is “differences in goals”. Name three of the other five source of conflict and provide an example for each of the three sources.
2. (Chapter 16) Groups can be used in several ways to develop new ideas. Among techniques to increase creative input are brainstorming, the nominal group technique, and the Delphi technique. Summarize each of the three techniques. Be sure to identify how each technique differs from the other.
3. (Chapter 10) Define the following terms—organization, span of control, unity of command
4. (Chapter 11) Draw an example of a “functional structure”. When, or in what industry, might you use a “process structure?” What is meant by the term “matrix” organization?
5. (Chapter 12) Employees are compensated for their work. Examples of cash compensation include salary and bonuses. Name at least three types of non-cash compensation. For each dollar of cash compensation, approximately how much can non-cash compensation add (provide a range with a low number and a high number)?

6. (Chapter 23) Identify the three types of MIS subsystems. Provide an example of each type.
7. (Chapter 7) The textbook defines ten different items that should be included in a business plan. Name those ten items. According to the instructor, which one is most likely to be the most crucial for success (especially for entrepreneurial activities)?
8. (Chapter 8) The process of planning or determining managerial strategy and goal setting can be broken down into the five major (i.e., high-level) components. One of those five components is “identifying what the organization *might do*.” Distinguish between “strategic formulation” and “strategic implementation.”

Section II. “Primarily from the Additional Readings”

9. (Porter) Draw Michael Porter’s Value Chain in its entirety. Be clear. Michael Porter is a professor at Harvard Business School. In the early 1980’s, what did then (newly elected) President Ronald Reagan ask Michael Porter (and some colleagues) to do (i.e., how did the Value Chain concept come about)?
10. (Social Networks) What is meant by the term “social network?” Does a social network have to be located only within a single organization? What is the difference between a “node” and a “tie”? Describe Professor Stanley Milgram’s experiment. How did Hewlett-Packard (HP) use social networks to help study their own organization?
11. (Rational Expectations and Social Exchange Theories) What is the purpose of the document “Rational Expectations and Social Exchange Theories” document? How do the “Study Approach” and the “Target of Understanding” differ between the theories of “rational expectations” and “social exchange”?
12. (Nemeth) Summarize how Motorola, 3M, and DuPont each try to stimulate creativity in their respective organizations. Explain the role that “dissent” plays in improving creativity in groups?
13. (Christensen) One of the four categories of innovation according to Professor Clayton Christensen is “Taking Root in Disruption”. What are the other three categories? Identify the two main tests to assess whether a market can be disrupted (hint: these are both often counter-intuitive to common marketing wisdom)?
14. (Drucker) Professor Peter Drucker was arguably the most influential management thinker of the past seventy years. His writing is clear, but deep. Briefly summarize what Professor Peter Drucker means by each of the following—“From Cost Accounting to Yield Control”, from “Legal Fiction to Economic Reality”,

“Information for Wealth Creation” (choose just one of the components), and “Where the Results Are”.

15. (Goleman) What is the title of Professor Daniel Goleman’s paper? Of Goleman’s five components of “emotional intelligence”, which is the first one? One of the “hallmarks” of “social skill” is effectiveness in leading change. Name the other two “hallmarks” according to Goleman.
16. (McDermott) What is the principal thesis of Professor Richard McDermott’s paper (be specific)? Name three of the characteristics of knowledge that distinguish it from information according to Professor McDermott.
17. (Katzenbach/Smith) Identify three key differences between “working groups” and “teams”. Although there is no guaranteed “how-to” recipe for building team performance, Katzenbach/Smith have observed a number of approaches shared by many successful teams. One of those approaches is “set some clear rules of behavior”. Identify at least three other approaches according to the authors.

Section III. “Primarily from the Assignment”

18. (Assignment #2) Name all of the facets (or “sub-categories”) of Extraversion and provide a definition of each according to IPIP-NEO “Big Five” assignment.

Section III. “Primarily from the Instructor”

19. Distinguish between the terms “training” and “education”. Distinguish between the terms “job growth” and “job development”.
20. Are the words data, information, knowledge, and wisdom synonyms? How are the terms related (or not related) to each other (be clear and precise)? Is science, or more germane to our course, the study of management, sufficiently advanced to determine when an individual or an organization has achieved wisdom? Why or why not?
21. There were three recipients of the 2007 Nobel Prize in Medicine and Physiology. Name at least one of them. What unique scientific breakthrough was one or more of these individuals responsible for?