

Mid-Term #1 – Sample Questions
“First few Textbook Chapters, in-class lectures, and general handouts”
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Course: MGT 360
Title: Management and Organizational Behavior (3 units)

“Leadership, unlike any other skill, cannot be broken down into a series of repeatable maneuvers. The creative process involved in reaching a goal is infinitely complex.”
--Warren Bennis (1925-)

The purpose of these sample questions is to provide students with the structure and style of typical questions for the first 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.

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

Section I. “According to the Textbook”

1. The textbook identifies three levels of management and three essential managerial skills. Name and describe each level and each skill and link each level and skills together.
2. “One of your workers, Betty, who is very bright and came to work for your organization with excellent recommendations, is not producing up to her capability. She has come to see you privately and has just told you that she is very dissatisfied with her job because it is not challenging. She also feels you do not give her enough freedom with her customers, and you continuously check up on all her work. She tells you that if you are not going to utilize her and give her an opportunity to prove herself, she is going to quit. After further discussion, she points out that she should make more money. She also indicates that she need an assistant at all times.”

What are the key three management concepts involved in the process of delegation? The textbook identifies eight points that you (Joan’s boss) could use to assist Joan. Name three of those eight points.

3. Henry Fayol is considered the father of “administrative theory”. Name all 14 of Fayol’s principles.
4. The four main dimensions in the external environment are sociological, technological, political, and economic. Name and describe the three factors

associated with the political dimension and three factors associated with the technological dimension.

Section II. “According to the Readings”

5. A professional basketball league suspects one of their paid referees of deliberately making a large number of “foul calls” and therefore, possibly “throwing” one or more games (i.e., possibly changing the outcome of the game). Using the principles outlined in Badaracco’s paper, identify the questions that the league commissioner (the most senior executive in the basketball league) needs to reflect upon to decide if this situation is a “defining moment” for her/him?
6. Summarize the key management issues discussed in the Ball article. Structure your response in terms of at least three of the seven major management activities enumerate in the textbook—planning, organizing, staffing, coordinating, motivating, leading, and controlling.
7. Assume that you are an independent, successful management consultant. You have offered your services to a local public school district on a *pro bono* (i.e., “free”) basis. The teachers and the administrators in the school district are having a persistent (unresolved) conflict. The administrators see a need for more “hard data” (numbers and facts) regarding student achievement. The faculty see a need for a more “holistic” approach (i.e., “each student is unique and each student should be supported”) to student achievement. Using the thesis and ideas from Kerr’s paper, what would you say to the faculty and the administrators to help them understand each other’s position? Also, how would you help the faculty and administrators understand the possible causes of “fouled-up reward systems”?
8. (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”.

Section III. “According to the Instructor”

9. According to the document “How Successful Student Professionals Communicate Electronically”, six suggestions are provided with respect to how the “body” of an email should be written. Name those six suggestions.
10. According to the document “Management Vocabulary”, there are four terms related to how individuals “communicate”. One of those terms is *debate*. Name and describe the other three terms.