

**ADM 1300 D– Fall 2016  
MID-TERM EXAMINATION**

**Short Essay Questions – Please complete 3 of the 4 questions. Only 3 questions will be assessed (60 marks)**

- 1) Managerial theorist Mintzberg proposed a theory to better understand the nature of managerial work. Mintzberg classified the major roles that managers fulfill into three categories and several sub-sets of roles. Briefly describe each of Mintzberg's categories and roles. In your view which role(s) and skill(s) are most important for a senior manager in today's global environment and why? (20 marks)

**\*\*\* Identification of each category 1 mark, with description 1 mark. Each sub-category is .5 marks, with description .5 marks. The second part of the question is 4 marks. In this case, 3-4 marks for strong assessment of important roles and skills for managers in a global environment, 2 if some items are missing but in general roles and skills identified, 0-1 if little or no relevant detail provided. \*\*\***

Mintzberg proposed three categories of managerial roles:

**1) Informational Roles** – how a manager exchanges and processes information

- *Monitor*: information seeking, analyses info. inside and outside organization
- *Disseminator*: transmits info. to influence member's work and attitude
- *Spokesperson*: uses info. to promote organization

**2) Interpersonal Roles** – how a manager interacts with other people

- *Figurehead role*: symbolizes the organization
- *Leader role*: provide direction and instill enthusiasm
- *Liaison role*: coordinate people inside and outside the organization

**3) Decisional Role** – how a manager uses information in decision-making

- *Entrepreneur role*: deciding upon new projects
- *Disturbance handler role*: assume responsibility for handling an unexpected event
- *Resource allocator role*: assign people/money between functions
- *Negotiator role*: helps find solutions between stakeholders

2) As discussed in class, outline and describe in detail four external forces of an organization's general environment that impact the way it does business. (20 marks)

**\*\*\*This idea looks at the following forces: Sociocultural, Technological, Economical, Political/ Legal, and Global. The natural force may also be identified even though this was not focused on in class. Students must select four of the five forces and describe. Indication of the force is 1 mark and each description is 4 marks. Students must expand on the ideas mentioned\*\*\***

- **Sociocultural Forces:**
  - Demographics: descriptive elements of people in society (Baby boomers)
  - Increasing urbanization (population centers)
  - Education
  - Societal values
  
- **Technological Forces: changes in skills and equipment for use to design, produce, and distribute goods and services**
  - Product technological changes
  - Process technological changes
  
- **Economic Forces: general well-being of a nation**
  - Gross Domestic Product
  - Interest rate: price of borrowing money
  - Unemployment rate: % of people not working but who are looking for work
  - Dollar strength: low dollar...good or bad?
  
- **Political/ Legal forces: outcomes of changes in laws and regulations**
  - Government spending
  - Strengthened environmental laws
  
- **Global Forces: outcomes of changes in international relations**
  - There has been an increase in economic integration / decrease in trade barriers
  - NAFTA
  - World Trade Organization: enforces trade policies among 150 member nations

3) There are four main functions that managers must undertake. Please name and describe each function. In addition, through use of an example, please describe how each function would work in practice. Please use the various examples we discussed in class to assist (Second Cup, Apple, Bombardier, Tim Horton's, Samsung, Target, to name a few). (20 marks)

**\*\*\*Identification of each managerial function is 1 mark. Description of each function is 2 marks (including points below). Each section should allot 2 marks for example(s) to support, for a total of 8 marks. In this case 6-8 if strong, relevant examples; 3-5 if some examples present, but perhaps not relevant; 0-2 if no examples or not relevant. \*\*\*\***

**Planning:**

- Used to select goals and a course of action
- It is a process:  
Establish objectives  
Is there a gap?  
Develop action plan to achieve objectives

**Organizing:**

- Process of assigning tasks, allocating resources, and coordinating work activities
- Creates organizational structure  
A formal system of relationships

**Leading:**

- Managers articulate vision/strategy of org.
- Must use: power, persuasion, communication, and motivation
- The result:  
Employees work in harmony  
Employees perform at a high level

**Controlling:**

- Essential to evaluate
- Evaluates how organization is doing in achieving goals
- Allows organization to regulate efficiency and effectiveness

- 4) What is a corporation? Outline and describe four advantages and four disadvantages of this form of business ownership. (20 marks)

**Definition of corporation: (4 marks)**

- An artificial being existing only in the eyes of the law (same rights and obligations as a person)
- A legal entity whose assets and liabilities are separate from owners

\*\*\* 3-4 marks for strong coverage of definition; 2 marks for close definition, but some parts missing; 0-1 for lack of definition \*\*\*

**Assessment of Advantages / Disadvantages: (16 marks)**

**Advantages:**

- limited liability
- easier to obtain capital
- easier to transfer ownership
- length of life; continued existence
- greater efficiency of management
- easier to expand

**Disadvantages:**

- double taxation
- employee – owner separation
- large number of government restrictions
- extensive paperwork
- must publish annual reports

\*\*\* 1 mark for the naming of each advantage/ disadvantage and 1 mark for the description of each advantage/ disadvantage. Students must expand on the points mentioned above\*\*\*