



VOTRE LIEN AVEC CE QUI COMPTE — CONNECTS YOU TO WHAT MATTERS

ADM1300A FALL 2017
Professor David Delcorde
MID-TERM EXAMINATION GRADING RUBRIC

Student Name: _____ **Student Number:** _____

Instructions

1. This exam consists of two parts. ALL CANDIDATES MUST COMPLETE PART 1 ON THIS EXAMINATION PAPER.
2. Answer ANY TWO of the four questions in Part 2 in the examination booklet provided. You must complete your answers in ink, not pencil. You must hand in your examination booklet and this question paper once complete.
3. The examination is graded out of 75 possible marks.
4. Questions in Part 2 may be answered in any order but you must clearly identify the question you are responding to.
5. Point form responses are acceptable but full sentences must be used.
6. The time limit for this examination is 65 minutes – budget your time carefully!
7. This is a closed book examination – the use of notes, texts, or any other material is prohibited.
8. The use of any technological equipment such as cellular telephones is prohibited.
9. Candidates must sign the academic integrity statement below.

Statement of Academic Integrity

The School of Management does not condone academic fraud, an act by a student that may result in a false academic evaluation of that student or of another student. Without limiting the generality of this definition, academic fraud occurs when a student commits any of the following offences: plagiarism or cheating of any kind, use of books, notes, mathematical tables, dictionaries or other study aid unless an explicit written note to the contrary appears on the exam, to have in his/her possession cameras, radios (radios with headsets), tape recorders, pagers, cell phones, or any other communication device which has not been previously authorized in writing.

Statement to be signed by the student:

I have read the text on academic integrity and I pledge not to have committed or attempted to commit academic fraud in this examination.

Signed: _____

Note: an examination copy or booklet without that signed statement will not be graded and will receive a final exam grade of zero.

PART 1

1. ALL candidates MUST complete this question in the space provided below; one word for each “blank”. A bank of words is provided in the box below the question. PLEASE PRINT NEATLY – the markers will not decipher! (25 marks)

MANAGEMENT THEORY (12 marks)

Scientific management, administrative principles and bureaucratic organization are all representative of the _____ **CLASSICAL** approaches to management. A key assumption underlying these approaches is that all people are _____ **RATIONAL**. The theorist who postulated that all administrative activities could be divided into six groups was _____ **FAYOL**. A formal system of organization and administration to ensure effectiveness and efficiency defines _____ **BUREAUCRACY**, a concept developed during the late 1800’s by _____ **WEBER**.

The assumption that people are social and self-actualizing underlies the _____ **BEHAVIOURAL** approaches to management. The view that workers should be involved in analyzing their jobs for improvement was advanced by _____ **FOLLETT**. The “_____ **HAWTHORNE** Effect” suggests that people perform differently when they are being watched; part of a theory advanced by _____ **MAYO**. A physiological or psychological deficiency a person feels compelled to satisfy defines a _____ **NEED**, and once satisfied is not a _____ **MOTIVATOR** of behaviour. The suggestion that managers should give more attention to the social and self-actualizing needs of people at work, in other words, move from Theory “X” to Theory “Y” was made by _____ **MCGREGOR**.

MANAGEMENT THEORY WORD BANK

BEHAVIOURAL – BUREAUCRACY – CLASSICAL – FAYOL – FOLLETT – HAWTHORNE – MAYO –
MCGREGOR – MOTIVATOR – NEED – RATIONAL – WEBER

FORMS OF BUSINESS OWNERSHIP (13 marks)

In January 20x7 Mike Hobbson completed his Bachelor of Commerce degree from the Telfer School of Management. In considering his options for generating money Mike thought there would be an opportunity to start a mobile campus restaurant that would offer a full range menu instead of the usual ‘burger and fries’ menu typical of fast food offerings. Mike’s recognition of this opportunity and his willingness to assume the risks identify him as a(n) _____ **ENTREPRENEUR**. Mike reflected that this would create value by providing a service to students for which there would be a demand and that he could offer higher quality, better service, greater convenience and a lower price than his competition. Mike invested \$10,000 in equipment and began operations. His company was called “Mike Hobbson’s Rolling Meals” and he did all the work relating to his company – no employees and no assistants – and as he operated his business under his own name and assumed 100% of the risks

personally he did not register his business as such. Mike was operating as a _____ **SOLE**
_____ **PROPRIETORSHIP**.

By August 20x7 although successful, Mike was getting tired. During a visit from his older brother Mark, expansion was discussed and Mark offered to partner and to provide \$35,000 as an investment in return for 20% of the profits, however since Mark was a famous professional hockey player with the Houston Eversweats he would have no time to assist and wanted nothing to do with managing the company. The addition of Mark into the business would transform Mike Hobbson's Rolling Meals into a _____ **PARTNERSHIP** and Mark would become a _____ **LIMITED**
_____ **PARTNER**.

Before any further transition could occur Mike's sister, Madeleine, a lawyer from the famous law firm of Businesses R Us, LLP, expressed concerns about the risks inherited in conducting business the way her brothers were organized. She suggested operating as a separate legal entity, in other words as a _____ **CORPORATION** in which case her brothers would become _____ **SHAREHOLDERS** and have limited _____ **LIABILITY**. She explained that company ownership would be through _____ **SHARES** and if anything happened to either of her brothers the company would have _____ **PERPETUAL** life. If the number of owners was to be restricted to not more than _____ **FIFTY**, the company would be a _____ **PRIVATE** corporation.

FORMS OF BUSINESS OWNERSHIP WORD BANK

CORPORATION – ENTREPRENEUR – FIFTY – LIABILITY – LIMITED – PARTNER – PARTNERSHIP –
PERPETUAL – PRIVATE – PROPRIETORSHIP – SHARES – SHAREHOLDERS – SOLE

Candidates must complete **ANY TWO (and ONLY TWO)** of the following questions. If you answer more than two questions, only the first two questions will be graded. Each question is worth 25 marks. Please respond in the examination booklet provided.

1. *Organizing* arranges people and resources to work toward a goal. This typically involves an *organizational structure* described as a system of tasks, reporting relationships, and communication linkages for which a number of options are possible: functional, divisional, matrix, team, network, and boundaryless. Describe **ANY FIVE** of these organizational structures (**5 marks each**). Note: it is **NOT** necessary to list or describe advantages and disadvantages.

Grading Rubric:

Part marks possible at the discretion of the marker.

Note to markers: Looking for ANY FIVE of the following – if more than five are provided grade only the first five. Award a maximum of 5 marks for each organizational structure described, to a total possible 25 marks.

Functional Structures – groups together people with similar skills who perform similar tasks. A common approach in business is to arrange senior management by the functions of marketing, finance, production, and human resources. Members of a function work within their areas of expertise.

Divisional Structures – groups together people working on the same product, in the same area, with similar customers or on the same processes. Divisional structures may be based on product (good or service produced), geography physical location of activity), customer (customer or client serviced), and process (activities part of the same process).

Matrix Structures – combines the functional and divisional structures to emphasize project or project teams. Workers in a matrix structure belong to at least two formal groups at the same time – a functional group and a product, program, or project team.

Team Structures – uses permanent and temporary cross-functional teams to solve problems, complete special projects, and accomplish day to day tasks. Cross-functional teams bring together members from different functional departments.

Network Structures – operate with a central core that is linked through “networks” of relationships with outside contractors or suppliers of essential services. The “central core” business owns only the most essential components of the business and uses strategic alliances and outsourcing to provide the rest.

Boundaryless Structures – combines the team and network structures with the addition of “temporariness”. Teamwork and communication replace formal lines of authority with meetings and sharing of information occurring continuously.

2. What is management (**3 marks**)? Briefly describe each of the three levels of management (**6 marks**) and each of the four key functions of management (**12 marks**). In your view, which function of management is the most difficult and why (**4 marks**)?

Grading Rubric:

Definition (3 marks): Management is getting the right things done through other people (or something similar – the definition may also express management in terms of its functions: planning, organizing, directing/leading, controlling)

The three levels of management include (6 marks):

Top Management (or Senior Management) that includes the Chief Executive Officer, Chief Financial Officer, Chief Information Officer etc. (2 marks)

Middle Management that includes Regional Manager, Division Head (2 marks)

Supervisory (or first-line) Management that includes Supervisor, Program Manager (2 marks)

The four functions of management include (12 marks): [note to markers: no expectation of word-for-word; “Leading” can also be included either as a fifth function or as a substitute for Direction, but no more than 4 marks may be awarded for this portion of the question]

Planning (3 marks)

- The process of looking forward to future events and conditions and deciding on the courses of action for achieving organizational goals.

Organizing (3 marks)

- The process of blending human and material resources through a formal structure of tasks and authority.

Directing (3 marks)

- Guiding and motivating employees to accomplish organizational goals.

Controlling (3 marks)

- The function of assessing an organization’s performance against its goals.

Which function of management is the most difficult (4 marks)? Marker’s discretion. Looking for a reasonably compelling and well-articulated but brief discussion. Part marks permitted at the discretion of the marker.

3. Communication is the ability to share ideas and feelings and managers spend 75 percent of their time communicating. In a normal two-way conversation verbal components carry less than 35 percent of the social meaning of the situation. First, describe the verbal communication process **(12 marks)**. Second, define “non-verbal communication” **(3 marks)**. Finally, briefly describe ANY FIVE of the categories of nonverbal communication discussed in class **(10 marks)**.

Grading Rubric:

The verbal communication process (12 marks; 2 marks per component below):

- Sender wants to share information
- Sender puts the message into symbols (encoding – can be verbal or non-verbal)
- The message is transmitted over a medium (phone, letter)
- The receiver receives the message
- The receiver decodes the message (interprets the message)
- The receiver provides feedback that indicates the message was understood or it must be re-sent

Non-verbal communication definition -- is communication in any form other than words that can produce shared meaning and elicit a response **(3 marks)**

Categories of nonverbal communication (looking for **ANY FIVE from among**) **(10 marks; 2 marks each):**

Chronemics – the use of time in the midst of communication

Proxemics – spatial orientation in interactions

Paralanguage – voice quality, volume, pitch variation, tempo: about sound, not words

Artifacts – material possessions

Chromatics – communication through colours

Smell – cologne – notice me!

Oculesics – eyes, eye movement, eye contact

Hapitics – touch – handshakes, pats, taps, kisses

Kinesics – body language – fidgeting, gestures, posture

4. Globalization has been described as the merging of national economies into an interdependent global economic system. This presents enormous challenges for managers, including the need to be culturally sensitive. First, list 4 advantages and 4 disadvantages of globalization **(8 marks)**. Next, briefly describe each of Hofstede's five dimensions of national culture **(15 marks)**. Finally, in your view, is globalization causing *cultural homogenization* **(2 marks)**? Support your position.

Grading Rubric:

Advantages of Globalization (Any four from below or any other reasonable suggestions) (4 marks; 1 mark each):

- The reduction of poverty in under-developed countries
- Job creation in emerging economies
- Increased consumer income and quality of life
- Many items would not be available without globalization

Disadvantages of Globalization (any four from below or any other reasonable suggestions) (4 marks; 1 mark each):

- Polarization of the world – haves and have-nots
- Favours the more skilled workers in developed countries
- Exacerbates environmental problems
- Undermining national sovereignty

Hofstede (15 marks -- 3 marks for each dimension below):

- Collectivism vs. Individualism (we vs. I) – collectivist societies put emphasis on groups; individualist societies put emphasis on the individual
- Power distance – how a society deals with the fact that people are unequal in a social and status sense (a large power distance = greater acceptance of inequality)
- Uncertainty avoidance – how a society copes with uncertainty and deals with risk (a high uncertainty avoidance is characterized by intolerance for behaviours and ideas that deviate from the norm)
- Femininity vs. masculinity – the gender stereotypical leaning of a society and the degree to which society allows overlap between the roles of men and women (a masculine society social values

such as aggressiveness, acquisition of money and material possessions; gender-based roles clearly differentiated

- Time orientation – the degree to which society emphasizes short-term or long-term goals (impatience vs. patience)

...is globalization causing *cultural homogenization* (2 marks) – marker's discretion.