

MGT 310 Midterm Review Guide

Chapters 1–6 • Fall 2026 • Dr. Thomas J. Norman

The midterm is **Thursday, October 15, 10:00–11:15 a.m., in WH D160**. It is worth 100 points, closed book and closed notes, with no devices. Bring a No. 2 pencil for the Scantron, plus your Toro ID. There are two forms of the exam with the same questions in a different order, so focus on knowing the ideas, not on memorizing an order.

What the exam looks like

Part	What you do	Points	Suggested time
I	50 multiple choice, 1 point each, across Chapters 1–6	50	30 min
II	Two short-answer questions in fill-in form (details below)	30	25 min
III	One applied DART case; you choose 1 of 2	20	20 min
Total		100	75 min

Part I: What to know, chapter by chapter

The number after each chapter is about how many multiple-choice questions come from it. Every term below is in the Key Terms list at the end of its chapter.

Chapter	Items	Know these
1 Five Functions and DART	7	Efficiency vs. effectiveness; levels of management and Katz's technical, human, and conceptual skills; Mintzberg's role groups; what each DART quadrant produces; why DART multiplies; buying vs. developing talent; how the five functions map onto DART
2 Evolution of Management Thought	10	Taylor; the Gilbreths; Weber; Fayol; the Hawthorne studies; Maslow; Theory X and Theory Y; management science; open vs. closed systems; the contingency view; TQM; the learning organization
3 Planning, Goals, and Strategy	7	Strategic, tactical, and operational planning; mission, vision, and values; MBO; SWOT (internal vs. external); Porter's five forces; Porter's generic strategies; the Hedgehog Concept
4 Judgment, Decisions, and Ethics	10	Programmed vs. nonprogrammed decisions; certainty, risk, uncertainty, ambiguity; bounded rationality and satisficing; System 1 and System 2; named biases (anchoring, confirmation, sunk cost, escalation of commitment, framing, availability); premortem and devil's advocate; groupthink; the four ethical frameworks; CSR
5 Structure and Design	8	Differentiation and integration; span of control; chain of command and unity of command; delegation and parity of authority; functional, divisional, and matrix structures; Mintzberg's configurations; mechanistic vs. organic; the Job Characteristics Model
6 Human Resource Management	8	HR planning; job analysis, job description vs. job specification; realistic job previews; reliability vs. validity; structured and behavioral interviews; disparate treatment vs. disparate impact; labor relations

Tip: many questions give a two-sentence workplace situation and ask which concept it shows. Practice by making up your own example for each term.

Part II: Short answer, in fill-in form

You will write short answers in blanks on the exam. Be ready to:

- **DART (10 points).** Write all eight elements of the DART model and give a one-line workplace example of each. The eight are four pairs, one pair per letter.

- **SMART goal (10 points).** Rewrite a vague goal as a SMART goal and label which part meets each letter.
- **Five functions (10 points).** Name the five functions of management and define each in one line. Four correct earns full credit.

Self-check: cover your notes and fill these in from memory.

DART element	My example
D_____	
D_____	
A_____	
A_____	
R_____	
R_____	
T_____	
T_____	

Part III: The applied DART case

You will read two short cases about organizations with people problems and answer one. For your case you will:

1. Give one piece of evidence from the case for each of the four DART quadrants (8 points).
2. Recommend one specific action for each quadrant, using a tool from Chapters 3–6, such as SMART goals and MBO, span of control, structured interviews, or onboarding (8 points).
3. Name the weakest link and use DART's multiplication to explain why fixing it matters most (4 points).

Remember the math. DART multiplies; it does not add. $90\% \times 90\% \times 20\%$ is about 16%, not 67%. A near-zero quadrant caps the whole organization no matter how strong the others are, which is why the weakest link gets fixed first.

Practice case (not on the exam): Sunset Bike Shop. A two-location bike shop in San Pedro has strong mechanics, but nobody knows whether repairs or sales come first. The owner hires whoever a current employee recommends. Pay is fair, but no one has had a review in two years. A new e-bike line arrived, and only one mechanic knows how to service it.

Try it: write one piece of evidence and one action for each quadrant, then name the weakest link. Bring your answer to office hours or compare with a classmate.

Practice questions (not on the exam)

1. Henry Gantt is known for:
 - A. A bar chart for scheduling work against time
 - B. The hierarchy of needs
 - C. The fourteen principles of administration
 - D. Theory X and Theory Y
2. A company policy on expense reports, used every month, is an example of a:
 - A. Single-use plan
 - B. Standing plan
 - C. Contingency plan
 - D. Strategic plan
3. A "90 percent success rate" feels better than a "10 percent failure rate" even though they are the same. This is:
 - A. Anchoring
 - B. Framing
 - C. Availability
 - D. Overconfidence
4. An organization with few layers and wide spans of control is:
 - A. Flat
 - B. Tall
 - C. Mechanistic
 - D. Bureaucratic

5. Two interviewers rate the same candidate very differently. The selection method has low:

A. Validity B. Reliability C. Formalization D. Quality of hire

6. The ability to motivate, communicate with, and lead other people is a:

A. Technical skill B. Human skill C. Conceptual skill D. Decisional role

Answers: 1 A, 2 B, 3 B, 4 A, 5 B, 6 B

Study plan and resources

When	What to do
Thu Oct 8 – Sun Oct 11	Reread the Key Terms at the end of Chapters 1–6. Rewatch any chapter video you missed (Canvas, each week's module).
Mon Oct 12	Fill in the DART and five-functions self-checks from memory. Write two SMART goals of your own.
Tue Oct 13	Work the Sunset Bike Shop case. Review the muddiest points at mgt310.com/course/muddiest and the practice cases there.
Wed Oct 14	Retake the self-checks. Review your chapter quiz results in Canvas for the questions you missed.
Thu Oct 15	Arrive by 9:55 with a No. 2 pencil. Office hours that morning, 8:45–9:45, are open for last questions.

Office hours are Tuesday and Thursday, 8:45–9:45 a.m. If you have a testing accommodation, email me this week so we can confirm your arrangements.