

CITY UNIVERSITY OF HONG KONG

Course code & title : CB2300 Management
Session : Semester A 2019 – 2020
Time allowed : Two hours

This paper has **Seven** pages (including this cover page, six pages of exam questions)

Instructions:

1. This paper consists of **30 Multiple Choice Questions and Four Short questions**. Answer **ALL** questions.
 2. This is an open-book examination. You are allowed to make reference to any notes, books or reading texts and materials during the examination.
 3. You are not allowed to discuss with your peers or direct copy from lecture notes, textbooks, or any other materials. Violation will be considered as plagiarism and leads to zero credit for this assignment.
 4. You have **2** hours to finish this assignment.
 5. Put down your student number and seat number on the answer book.
 6. Please observe all rules and regulations stipulated in the City University's student website regarding assessment policies.
 7. Budget your time by referring to allocated marks.
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Section A: MC (30marks, 2 marks per each)

1) Which one of the following represents the two views of managerial impact on the success or failure of the organization?

- A) omnipotent and symbolic
- B) omnipotent and reflective
- C) symbolic and interactive
- D) reflective and interactive

Answer: A

2) The dominant view in management theory suggests that _____.

- A) an organization's success or failure is due to external forces outside managers' control
- B) managers' roles are increasingly becoming peripheral and staff manage their own areas of expertise
- C) managers are directly responsible for an organization's success or failure
- D) managers cannot significantly affect an organization's performance because they are constrained by the abilities of their employees

Answer: C

3) Wendell interviews many middle-level managers and discovers that these individuals believe that external factors constrain managers' influence over outcomes. The mid-level managers have a(n) _____ view of management.

- A) traditional
- B) omnipotent
- C) omniscient
- D) symbolic

Answer: D

4) Under the concept of _____, the organization does what is required by the _____.

- A) social responsibility; competitive market
- B) social responsiveness; government
- C) socioeconomics; environment
- D) social obligation; law

Answer: D

5) Target's donation of 5% of its annual income to community support is an example of _____.

- A) social engineering
- B) social screening
- C) corporate responsiveness
- D) corporate philanthropy

Answer: D

6) Which one of the following refers to independent formal groups whose members, in addition to their regular jobs, take on traditional managerial responsibilities, such as hiring, planning and scheduling, and evaluating performance?

- A) command groups
- B) task groups
- C) self-managed teams
- D) cross-functional teams

Answer: C

7) Which one of the following stages in group development involves defining the group's structure and leadership?

- A) norming
- B) storming
- C) performing
- D) forming

Answer: D

8) The first group meeting is in progress. The five attendees are exchanging contact information and getting acquainted. This group is in the _____ stage.

- A) forming
- B) norming
- C) storming
- D) performing

Answer: A

9) In today's workplace, _____.

- A) women are more likely than men to be promoted into management
- B) many employees perform work that in the past was considered managerial activities
- C) women tend to be more effective supervisors than men
- D) most organizations have eliminated the title of manager

Answer: B

10) Because this is her first job, Melanie was unclear about what managers actually do. Fortunately her training materials explained that a manager's job focuses on _____.

- A) performing clerical duties
- B) personal achievement
- C) helping others accomplish their work goals
- D) supervising groups rather than individual employees

Answer: C

11) Two of Brent's subordinates have not been getting along, a situation that has now interfered with their productivity. When Brent meets with them to resolve the conflict, he is engaged in _____.

- A) planning
- B) organizing
- C) leading
- D) controlling

Answer: C

12) Organizational change can best be defined as _____.

- A) rethinking the organization's target markets
- B) innovation that affects employees and customers
- C) a "cleaning house" of the top executives
- D) any alteration of people, structure, or technology.

Answer: D

13) When Joshua proposed cross-training his employees so absences and vacations would not pose such a problem in productivity, his employees objected. Their resistance came from their _____.

- A) belief that ambiguity would increase
- B) fear that they would be forced out of their habits
- C) concern over personal loss of income
- D) belief that Joshua's changes would harm the organization

Answer: B

14) Which one of the following techniques for reducing resistance to change assumes that much of the resistance lies in misinformation?

- A) negotiation
- B) education and communication
- C) participation
- D) facilitation and support

Answer: B

15) _____ involves bringing individuals directly affected by the proposed change into the decision-making process.

- A) Participation
- B) Facilitation and support
- C) Delegation
- D) Manipulation and co-optation

Answer: A

16) _____ involves distorting facts to make the change appear more attractive.

- A) Framing
- B) Education and communication
- C) Participation
- D) Manipulation and co-optation

Answer: D

17) Which one of the following statements is true regarding an organization's goals?

- A) All organizations share the single goal of making profits.
- B) A single goal is more efficient than multiple goals for defining an organization's success.
- C) Using a single goal such as profit may result in unethical behaviors by employees.
- D) Long-term success is ensured if managers emphasize only one goal for an organization.

Answer: C

18) Most companies' goals can be classified as either _____ or _____.

- A) strategic; financial
- B) operational; tactical
- C) social; economic
- D) strategic; operational

Answer: A

19) If top management set a goal that each store in the company should have sales equal to or greater than \$100 per square foot per day, this would be an example of _____.

- A) a strategic plan
- B) a directional plan
- C) a financial goal
- D) a strategic goal

Answer: C

20) The top managers of the corporation are meeting to discuss how they will compete in their chosen markets and how they will attract and satisfy customers. These managers are discussing _____.

- A) the business model
- B) strategy
- C) their competitive advantage

D) core competencies

Answer: B

21) The CEO and his top managers have asked themselves two important questions: a. do customers value what the company is providing; and b. can the company make money doing that? This group is developing a _____.

A) strategy

B) competitive advantage

C) business model

D) BCG matrix

Answer: C

22) In which one of the following cases has communication occurred?

A) Gary updates his blog regularly, even though no one reads it.

B) Brian attends all the Algebra lectures, but is unable to understand the subject.

C) Jen has sent an urgent e-mail to her Japanese colleague, but a translator is not yet available.

D) Ana tells her manager that she needs a new computer, but he says that the company can't afford it.

Answer: D

23) _____ consists of all the patterns, networks, and systems of communication within an organization.

A) The grapevine

B) Interpersonal communication

C) Organizational communication

D) Formal communication

Answer: C

24) The accountant told Ellen that he had difficulty understanding some of the technical terms used in her memorandum. These technical terms are commonly known as _____.

A) encoding

B) vernacular

C) techspeak

D) jargon

Answer: D

25) Teresa called her work group together, explained the instructions for the new machine, and left. Later, after one of the workers had jammed the machine and injured a coworker, she discovered the worker had not followed the instructions. This problem may have been avoided if Teresa had _____.

A) gone over the instructions twice instead of once

B) had the workers reword the instructions and repeat them to her

C) given the workers a written set of instructions

D) had one of the workers deliver the instructions

Answer: B

26) Listening is an active search for meaning, whereas _____ is passive.

A) speaking

B) encoding

C) decoding

D) hearing

Answer: D

27) Strategic plans are usually _____.

A) short term, directional, and standing

- B) short term, specific, and standing
- C) long term, directional, and single use
- D) long term, specific, and standing

Answer: C

28) Which one of the following factors has contributed to the decline in the number of years used to define short-term and long-term plans?

- A) environmental uncertainty
- B) economic recessions
- C) flattened organizational structures
- D) stagnant business conditions

Answer: A

29) The _____ element in the definition of motivation is a measure of intensity, drive, and vigor.

- A) persistence
- B) effort
- C) energy
- D) direction

Answer: C

30) In the job characteristics model, the dimension of _____ refers to the degree to which a job provides substantial freedom, independence, and discretion to the individual in scheduling the work and determining the procedures to be used in carrying it out.

- A) task significance
- B) autonomy
- C) task identity
- D) skill variety

Answer: B

Section B: short question

Q1(10 marks) :

What is open-book management? How is it effective in motivating appropriate employee behavior?

Suggested solution:

- Many organizations of various sizes involve their employees in workplace decisions by opening up the financial statements (the "books"). They share that information so that employees will be motivated to make better decisions about their work and better able to understand the implications of what they do, how they do it, and the ultimate impact on the bottom line. This approach is called open-book management. The goal of open-book management is to get employees to think like an owner by seeing the impact their decisions have on financial results. Since many employees don't have the knowledge or background to understand the financials, they have to be taught how to read and understand the organization's financial statements. Once employees have this knowledge, however, managers need to regularly share the numbers with them. By sharing this information, employees begin to see the link between their efforts, level of performance, and operational results.

Q2 (5 marks)

Discuss the major issues associated with group structure in global teams.

- Suggested solution: Some of the structural areas where we see differences in managing global teams include conformity, status, social loafing, and cohesiveness. Research suggests that Asch's findings are culture-bound. Despite this, however, groupthink tends to be less of a problem in global teams because members are less likely to feel pressured to conform to the ideas, conclusions, and decisions of the group. The importance of status varies between cultures. Managers should be sure to understand who and what holds status when interacting with people from a culture different from their own. Social loafing has a Western bias and is consistent with individualistic cultures, which are dominated by self-interest. It's not consistent with collectivistic societies, in which individuals are motivated by in-group goals. Cohesiveness is another group structural element where managers may face special challenges. In global teams, cohesiveness is often more difficult to achieve because of higher levels of mistrust, miscommunication, and stress.

Q3 (10 marks)

In a short essay, define corporate governance and describe some of the current trends in this area.

- Suggested solution: Corporate governance is the system used to govern a corporation so that the interests of corporate owners are protected. In response to several recent business scandals, two areas in which corporate governance is being reformed are the role of boards of directors and financial reporting. The cozy, *quid pro quo* composition of corporate boards, where board members are frequently peers of other corporations, is changing considerably. The Sarbanes-Oxley Act of 2002, puts greater demands on board members of publicly traded companies in the United States to do what they were empowered and expected to do. In addition to expanding the role of boards of directors, the Sarbanes-Oxley Act also called for more disclosure and transparency of corporate financial information. In fact, senior managers in the United States are now required to certify their companies' financial results. These types of changes should lead to better information-that is, information that is more accurate and reflective of the firm's financial condition.

Q4 What is competitor intelligence? Identify some of the sources of competitor intelligence. Discuss the legal and ethical issues related to this concept. (15 marks)

Suggested solution:

- Competitor intelligence involves gathering information about competitors that allows managers to anticipate competitors' actions rather than merely react to them. It is one of the fastest-growing forms of environmental scanning. It seeks basic information about competitors: Who are they? What are they doing? How will what they're doing affect us?
- Advertisements, promotional materials, press releases, reports filed with government agencies, annual reports, -want ads, newspaper reports, information on the Internet, and industry studies are readily accessible sources of information. Specific information on an industry and associated organizations is increasingly available through electronic databases.
- Managers can literally tap into this wealth of competitor information by purchasing access to databases. Attending trade shows and debriefing your own sales staff also can be good sources of information on competitors. In addition, many organizations even regularly buy competitors' products and ask their own employees to evaluate them to learn about new technical innovations.
- Managers do need to be careful about the way information, especially competitor intelligence, is gathered to prevent any concerns about whether it's legal or ethical. Difficult decisions about competitor intelligence arise because often there's a fine line between what's considered legal and ethical and what's considered legal but unethical. Some people or companies will go to any lengths- some unethical-to get information about competitors. Many who study competitor intelligence suggest that much of the competitor-related information managers need to make crucial strategic decisions that are available and accessible to the public. In other words, competitor intelligence isn't corporate espionage.

The End