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Multiple Choice Questions (2 points Each)

- Which of the following statements about ethics is true?
 - Employees assume no risk when they conduct themselves ethically
 - Like other laws, ethics can be defined
 - If an act is legal, it must by definition be ethical
 - Ethics is the set of moral principles or values that defines right and wrong for a person or group
- All of the following are important factors in the creation of an ethical business climate EXCEPT:
 - personal examples set by company management
 - official approval of the company's ethics code by government regulators
 - a reporting system that encourages whistleblowers to report potential ethics violations
 - top management's active involvement in ethics training program
- What is social responsibility?
 - a business's obligation to pursue policies, make decisions, and take actions that benefit society
 - what companies are obliged legally to do to protect their external environments
 - a business's responsibility to its shareholders
 - the fact businesses are responsible for monitoring their social environments so they can satisfy the needs of their customers
- Ginger is quite good at her job. She is in charge of marketing to the consumer products industry for a mid-sized firm. She has been pleased with her current job because she can focus on what she does best—planning and executing advertising. She works from her home and only occasionally needs to communicate with her immediate superior. She always gets her work done on time and sends in a report to her boss showing where she met her objectives and where she needs to improve after every project. While she is part of a team, she feels she has never been very good at explaining to others what she does, nor of thinking of ways to help others do their jobs better.

Cristy is also good at her job. She is also in the marketing department of this mid-sized firm, in charge of targeting the IT segment of the market. Cristy is not always as creative as Ginger in the concepts she develops but she is an excellent communicator. In fact, she has gotten the sales force to see how important it is to use the marketing department in helping them sell the product. She always has detailed facts available to support her points, so people find it easy to follow her recommendations. You are the superior of both of these women. You need to promote one of them to the position of Marketing Director, a post that requires working across the company with many other people in different positions, and that has several people reporting directly to this position. Based on the above, would you promote Ginger or Cristy and why?

 - Ginger because she is very organized
 - Ginger because she is a great planner
 - Cristy because she can persuade people that the task is worthy of their effort
 - Cristy because she can find detailed facts within the organization

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5. Recently, MTV announced a deal in which MTV is teaming with Microsoft Corp. to launch a music download service called URGE. URGE will be a separate division within MTV. The manager of URGE will be responsible for its performance and will be a:
 - A) corporate-level general manager
 - B) business-level general manager
 - C) functional manager
 - D) frontline manager

6. A plan that outlines the major goals of an organization and the organization wide strategies for attaining those goals is called a:
 - A) tactical plan
 - B) unit plan
 - C) operating plan
 - D) strategic plan

7. When a high-school student is making the decision of where to attend college using a rational decision-making model, once he or she has definitely decided to go to college, the next step is to:
 - A) identify the criteria that the student feels are important in a college
 - B) generate a list of alternative colleges to which the student should apply
 - C) identify the problems associated with going to college
 - D) evaluate the outcome of the college application process

8. Wal-Mart's emphasis on low cost is an example of:
 - A) corporate-level strategy
 - B) business-level strategy
 - C) tactical strategy
 - D) operating strategy

9. Which of the following is a likely outcome of an enterprise that follows a successful differentiation strategy?
 - A) It can charge more than rivals but still register significant sales
 - B) It can earn high profits
 - C) It can charge a similar price to rivals and gain market share
 - D) It can do any of the above

10. Activities having to do with the design, creation, and delivery of the product; its marketing; and its after-sales service are called:
 - A) primary activities
 - B) secondary activities
 - C) support activities
 - D) fundamental activities

11. Which of the following is an organization that produces nonphysical outputs that require customer involvement and cannot be stored in inventory?
 - A) Manufacturing organization
 - B) Service organization
 - C) Operations management organization
 - D) Consumer-driven organization

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12. Which of the following is an interactive computer-based system that uses decision models and specialized databases to support organization decision makers?
- A) Expert system
 - B) Office automation system
 - C) Decision support system
 - D) GIS
13. The _____ is the entire series of organizational work activities that add value at each step beginning with the processing of raw materials and ending with finished product in the hands of end users.
- A) supply chain
 - B) value chain
 - C) ethical chain
 - D) financial chain
14. The ultimate objective of motivating employees to properly perform the tasks they are assigned is to _____.
- A) encourage employees to create and produce a quality product
 - B) provide the employees with the support they need to sell the product
 - C) ensure that the employees have a high level of job satisfaction
 - D) increase the value of the firm for the stockholders
15. A theory that suggests that people are motivated by a desire to satisfy the next level of their unmet needs is the _____.
- A) Herzberg theory of motivation
 - B) product life cycle
 - C) Madura pyramid of desires
 - D) Maslow's hierarchy of needs theory
16. According to the expectancy theory, employees will be motivated to achieve goals if the goals are _____.
- A) job-related hygiene factors
 - B) achievable and the rewards are desired
 - C) compensated in proportion to each employee's contribution
 - D) based on job performance indicators
17. During the _____ stage of the product life cycle, sales begin to slow down, but profit levels are at their highest. Competition becomes more active, and toward the end of this stage, sales start to fall.
- A) decline
 - B) growth
 - C) maturity
 - D) introduction

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18. _____ is the process of using symbols to communicate the qualities of a particular product made by a particular producer.
- A) Locating
 - B) Branding
 - C) Advertising
 - D) Packaging
19. In marketing, the process of fixing, adapting, and communicating the nature of the product itself is called _____.
- A) geographic distribution
 - B) positioning
 - C) pricing
 - D) personal selling
20. Accessing a Web site in search of magazine articles about a product before its purchase is an example of what part of the consumer buying process?
- A) purchasing the product
 - B) post-purchase evaluation
 - C) evaluation of alternatives
 - D) information seeking
21. The _____ is the path that a product follows from producer to end user.
- A) distribution channel
 - B) communication line
 - C) product line
 - D) market segmentation
22. Which of the following is the first stage in the buyer decision process?
- A) Buyers recognize the need to make a purchase.
 - B) Buyers want to learn more about available products.
 - C) Buyers evaluate products after purchase.
 - D) Buyers decide on specific products.
23. _____ attempts to build good relations with the public or to deal with unfavorable events.
- A) Publicity
 - B) Personal selling
 - C) Public relations
 - D) Advertising
24. Phillip is on a committee for his company's new product development. Right now, they're estimating the costs of production, selling price, sales volume, and profitability. At which step is Phillip and the committee?
- A) Concept testing
 - B) Product analysis
 - C) Idea screening
 - D) Product development

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25. Customers can order a personal computer from the Dell site with exactly the features they desire through _____.
- A) process management
 - B) mass-customization
 - C) unit production
 - D) mass production
26. Information is _____.
- A) raw facts and figures
 - B) proven facts
 - C) names and number from a large phonebook
 - D) the useful interpretation of facts and figures
27. By financing with bonds, a company is able to
- A) borrow money with very low interest rates
 - B) use funds to make principal payments on loans
 - C) pay dividends to shareholders
 - D) use outside money from investors to fund projects or business expansion
28. The following are all reasons why companies issue stock, EXCEPT:
- A) to finance long-term general funding and ongoing expansion
 - B) to acquire funds without giving up ownership or control of the business
 - C) to retain cash and profits in the company
 - D) to make the balance sheet look stronger to potential lenders and investors
29. _____ provides cost information for engineers making product or process improvements.
- A) Government accounting
 - B) Financial accounting
 - C) Minor accounting
 - D) Managerial accounting
30. Earnings per share are classified as which of the following?
- A) cash-on-hand figures
 - B) profitability ratios
 - C) inventory determinants
 - D) balance sheet conventions
31. _____ is a system for measuring business performance and translating those measurements into information for management activities.
- A) Bookkeeping
 - B) Auditing
 - C) Accounting
 - D) Controlling

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32. A matrix structure violates a key element of organizational design called _____.
- A) unity of command
 - B) chain of command
 - C) span of management
 - D) decentralization
33. A learning organization develops the capability to _____.
- A) add new training programs even when competitors are going bankrupt
 - B) accept the conventional wisdom of the industry
 - C) continuously learn, adapt, and change
 - D) attract new employees who work well in teams
34. Recruitment is the process of _____.
- A) hiring employees from competitors
 - B) locating, identifying, and attracting potential employees
 - C) measuring the pressure in the local labor market
 - D) hiring from outside the organization
35. An assessment that defines the jobs and behaviors necessary to perform the job is known as a _____.
- A) job description
 - B) job specification
 - C) goal-oriented job definition
 - D) job analysis
36. Trait theory ignores _____.
- A) the interactions of leaders
 - B) the characteristics of the group members
 - C) the interactions of leaders and their group members as well as situational factors
 - D) situational factors in the leadership research
37. Which type of leaders attempts to instill in followers the ability to question not only established views but those views held by the leader?
- A) transactional
 - B) charismatic
 - C) trait
 - D) transformational

Questions 38-40 refer to the following case:

Toyco develops and manufactures children's toys and games. Toyco's CEO Jane Rain has for a number of years set as a company goal that 20% of its revenues come from new products. There are a number of new product teams, each team attempting to develop toys targeted to a different market—educational, dolls, action figures, and the like. The doll team has been especially successful of late so the CEO paid a visit to one of their sessions to try to observe great ideas that could be applied to the other teams to boost their performance. She was especially on the lookout

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for certain roles that team members play as a recent consultant had suggested that Belbin's Team Role Theory would be especially useful to her.

Here's what she observed: Kathy seemed to come at things from completely unorthodox angles. She had more imagination than Jane had seen in a long while. Marie seemed to talk all the time, though she always seemed to be very enthusiastic about the project. Jane had no idea the number of contacts that Marie seemed to have in the field. While Rich seemed to be laid back during the meeting, he also was able to continue to clarify the team's goals and get the team to make certain decisions that they had on their agenda. Once the decisions were made, Rich managed to get others to take on the work involved with the decision. Jane was less drawn to Todd who seemed to challenge everyone's ideas and in the process managed to hurt several of the team member's feelings. But the team member Jane really didn't care for was John, the most critical person she had ever seen. It seemed that not one sentence could be uttered that he wasn't critical of. Sheila seemed to be very cooperative and when Todd or John would become a bit confrontational, Sheila seemed to be able to "calm the waters." Carol was the secretary of this meeting. She would stop the meeting from time to time as she continued to find inconsistencies in the ideas that were put forth and she was worried that she would not get the minutes right. She wanted to have the minutes emailed to everyone right after the meeting. Jay was amazing. He seemed to know every detail of the doll design program. As ideas came from Kathy, he could immediately show them on the CAD program they were using to give everyone an immediate idea of the completed design. Thing was, he would get caught up on the most efficient way to use the program and forget that the team was here to design dolls. Finally Tom took the ideas and began to draft how to turn them into next year's most favorite toy. Sometimes he did this a little too quickly in that the rest of the team might want a change and he would chafe at that—he already had his plans ready for the first version of the doll and didn't want to make any changes. Jane left the meeting thinking that this was a classic Belbin team. Everyone seemed to fall into a role...

38. For example, John is in the _____ role.

- A) plant
- B) resource investigator
- C) monitor
- D) teamworker

39. Sheila assumed the _____ role.

- A) teamworker
- B) monitor
- C) shaper
- D) coordinator

40. Jay assumed the _____ role.

- A) monitor
- B) completer
- C) implementer
- D) specialist

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Simple Answer Questions (20 points)

1. As a manager, one has to use various computer applications such as the Microsoft Office Suites, Word, PowerPoint, Excel, Outlook, etc... (or the StarOffice Suite). Which application should one especially master in light of the four management functions? Why? (10%)
2. A global computer company made a pricing error on one of their PC on their education online store in Taiwan. 200,000 orders came in and each order could mean a loss of more than \$20,000NT for the company. To avoid such a financial loss, the company first unilaterally change the price on the orders. This action provoked a possible class action suit and the intervention of the Customer Foundation. Later, the company decided to honor the orders with the requirement of the confirmation of customers' educational identify. Their lawful reaction came 5 days after the mistake.
Base on above case, please answer flowing questions
 - A) Regarding the company's first reaction to their mistake, which step of decision making process might be faulty? Why? (5%)
 - B) The company was performing the *feedback control*. Can they make improvement on their timing of control? How? (5%)