

Note: PP.MC.Q3, 2013.MC.Q4, 2012.MC.Q8, 2016.MC.Q8 out of syllabus

/O : Out-syl questions

管理導論 答案 Introduction to Management Answers

1.	C	11.	A/O	21.	B/O	31.	B (74)	41.	C (39)	51.	D (71)	61.	B (60)	71.	B (57)
2.	B/O	12.	A	22.	D/O	32.	C (90)	42.	A (42)	52.	B (79)	62.	A (68)	72.	D (60)
3.	A/O	13.	B/O	23.	A/O	33.	A/O (75)	43.	D (59)	53.	C (77)	63.	C (67)	73.	B (74)
4.	C/O	14.	D (88)	24.	A (81)	34.	A/O (64)	44.	B (66)	54.	B (68)	64.	B (74)	74.	A (74)
5.	B/O	15.	A (21)	25.	B (37)	35.	D/O (72)	45.	C (85)	55.	C (64)	65.	D (70)	75.	B (62)
6.	A	16.	B (45)	26.	A (92)	36.	B (73)	46.	B (85)	56.	A (57)	66.	D (74)	76.	A (59)
7.	D	17.	A/O	27.	C/O	37.	C (78)	47.	D (56)	57.	D (89)	67.	B (68)	77.	
8.	A	18.	A (42)	28.	A/O	38.	A (63)	48.	A (61)	58.	A (81)	68.	D (58)	78.	
9.	C	19.	D (59)	29.	D/O	39.	A (84)	49.	A (80)	59.	B (64)	69.	A (32)	79.	
10.	D	20.	B (69)	30.	C (44)	40.	A (59)	50.	B (71)	60.	C (74)	70.	D (25)	80.	

TBU: To be updated

1. SP.MC.Q4

The process of allocating work and arranging a company's human resources for contributing to its objectives is known as:

- A. controlling
- B. directing
- C. organizing
- D. planning

2. SP.MC.Q5 [out of syllabus]

3. SP.MC.Q8 [out of syllabus]

4. SP.MC.Q10 [out of syllabus]

5. PP.MC.Q5 [out of syllabus]

6. PP.MC.Q15

The planning process includes

- (1) deciding the objectives of the enterprise.
  - (2) maximising the profitability of the enterprise.
  - (3) completing different tasks in order to achieve the objectives of the enterprise.
- A. (1) only
  - B. (1) and (2) only
  - C. (2) and (3) only
  - D. (1), (2) and (3)

7. PP.MC.Q16

Which of the following are the roles of small and medium enterprises in Hong Kong's economy?

- (1) create employment
  - (2) widen the variety of products offered
  - (3) promote competition
- A. (1) and (2) only
  - B. (1) and (3) only
  - C. (2) and (3) only
  - D. (1), (2) and (3)

8. PP.MC.Q18

Which of the following are performance indicators for property agents?

- (1) number of customer complaints
  - (2) volume of transactions
  - (3) appreciation of property values
- A. (1) and (2) only
  - B. (1) and (3) only
  - C. (2) and (3) only
  - D. (1), (2) and (3)

9. PP.MC.Q21

Which of the following are functions of insurance in businesses?

- (1) reduce operational risks of businesses
  - (2) help businesses to transfer risks
  - (3) provide source of capital for businesses
- A. (1) and (2) only
  - B. (1) and (3) only
  - C. (2) and (3) only
  - D. (1), (2) and (3)

10. PP.MC.Q24

A bookshop plans to hire sales assistants. Which of the following management functions contribute to deciding their salary?

- (1) human resources management
  - (2) financial management
  - (3) information management
- A. (1) and (2) only
  - B. (1) and (3) only
  - C. (2) and (3) only
  - D. (1), (2) and (3)

11. PP.MC.Q25 [out of syllabus]

12. PP.MC.Q26

Which of the following is the difference between small and medium enterprises (SMEs) and multinational corporations (MNCs) in Hong Kong?

- A. SMEs have limited sources of financing while MNCs have more sources of financing.
- B. SMEs operate locally while MNCs operate beyond their national boundaries.
- C. SMEs are reluctant to respond to market change while MNCs are responsive to market change.
- D. SMEs are capital intensive and use relatively simple technology while MNCs are labour intensive and use relatively high technology.

13. PP.MC.Q27 [out of syllabus]

14. 2012.MC.Q1

A convenience store chain is looking for a shop supervisor for one of its stores. Which of the following will not be a task for the new supervisor?

- A. Monitor the daily operations of the shop
- B. Coach shop assistants
- C. Handle disputes between staff and customers
- D. Decide on the development strategies for the chain

15. 2012.MC.Q4

The ownership of Small and Medium Enterprises (SMEs) can take different forms. SMEs

- (1) cover market segments which are not served by large companies.
  - (2) Provide more employment opportunities to local workers than large companies.
  - (3) Enjoy a lower tax rate than large companies.
- A. (1) and (2) only  
B. (1) and (3) only  
C. (2) and (3) only  
D. (1), (2) and (3)

16. 2012.MC.Q6

Which of the following is not within the process of controlling in a sales department of a business?

- A. Set sales targets
- B. Assign salespersons to different sales teams
- C. Record sales of each salesperson
- D. Adjust sales targets

17. 2012.MC.Q7 [out of syllabus]

18. 2012.MC.Q15

A human resources manager is responsible for

- (1) designing a performance appraisal system.
  - (2) Developing the skills and talents of staff.
  - (3) Arranging workflow
- A. (1) and (2) only  
B. (1) and (3) only  
C. (2) and (3) only  
D. (1), (2) and (3)

19. 2012.MC.Q19

Which of the following are benefits of applying Management by Objectives in a business?

- (1) Improved communication between management and staff
  - (2) Better staff morale
  - (3) Enhanced monitoring of staff performance
- A. (1) and (2) only  
B. (1) and (3) only  
C. (2) and (3) only  
D. (1), (2) and (3)

20. 2012.MC.Q23

Which of the following are differences between a small firm and a large enterprise?

- |                          | <u>Small firm</u> | <u>Large enterprise</u> |
|--------------------------|-------------------|-------------------------|
| (1) Decision making      | Flexible          | inflexible              |
| (2) Scope of business    | Diversified       | Specialized             |
| (3) Managerial hierarchy | Fewer levels      | More levels             |
- A. (1) and (2) only  
B. (1) and (3) only  
C. (2) and (3) only  
D. (1), (2) and (3)

21. 2012.MC.Q29 [out of syllabus]

22. 2012.MC.Q30 [out of syllabus]

23. 2013.MC.Q4

A company has decided to change its overall business objectives and drafted a business plan for the coming 10 years. This kind of business plan is a

- (1) strategic plan.
  - (2) Long-term plan.
  - (3) Operational plan.
- A. (1) and (2) only  
B. (1) and (3) only  
C. (2) and (3) only  
D. (1), (2) and (3)

24. 2013.MC.Q8

Which of the following statements are correct?

- (1) Authority can be assigned to subordinates.
  - (2) Authority is the right to direct and make decisions.
  - (3) Front-line staff do not need authority to perform their duties.
- A. (1) and (2) only  
B. (1) and (3) only  
C. (2) and (3) only  
D. (1), (2) and (3)

25. 2013.MC.Q11

Which of the following statements regarding Small and Medium Enterprises (SMEs) in Hong Kong is correct?

- A. SMEs enjoy a lower tax rate.
- B. SMEs can be listed on the stock exchange.
- C. SMEs are involved in primary and secondary production only.
- D. SMEs do not hire more than twenty employees.

26. 2013.MC.Q13

Which of the following tasks are performed by the marketing department of a company?

- (1) conducting surveys on customer needs
  - (2) deciding the price of the product
  - (3) paying bonus to salespersons
- A. (1) and (2) only  
B. (1) and (3) only  
C. (2) and (3) only  
D. (1), (2) and (3)

27. 2013.MC.Q21 [out of syllabus]

28. 2013.MC.Q23 [out of syllabus]

29. 2013.MC.Q29 [out of syllabus]

30. 2014.MC.Q6

Which of the following statements about small and medium enterprises (SMEs) in Hong Kong are correct?

- (1) An SME employs fewer than 50 persons.
  - (2) SMEs contribute a majority of employment opportunities in Hong Kong.
  - (3) SMEs often provide products and services that complement large companies.
- A. (1) and (2) only  
B. (1) and (3) only  
C. (2) and (3) only  
D. (1), (2) and (3)

31. 2014.MC.Q17

Mr Chan is the general manager of a large supermarket chain. He sets a target for the chain: "We will increase the sale volume of the Kowloon area by 10% as soon as possible." Which of the following criteria of setting good objectives is/are **NOT** met in this target?

- (1) Specific
  - (2) Time-bound
  - (3) Measurable
- A. (1) only  
B. (2) only  
C. (1) and (3) only  
D. (2) and (3) only

32. 2014.MC.Q21

Which of the following are advantages of management by objectives (MBO)?

- (1) It reduces paper work.
  - (2) It enables better control of subordinates' work progress.
  - (3) It helps to enhance coordination between different levels.
- A. (1) and (2) only  
B. (1) and (3) only  
C. (2) and (3) only  
D. (1), (2) and (3)

33. 2014.MC.Q22 [out of syllabus]

34. 2014.MC.Q23 [out of syllabus]

35. 2014.MC.Q24 [out of syllabus]

36. 2014.MC.Q25

Conducting questionnaire surveys to understand customers' needs is a part of \_\_\_\_\_.

- A. Operations management  
B. Marketing management  
C. Information management  
D. Risk management

37. 2015.MC.Q3

Susan is the supervisor of a group of fashion designers in a garment firm. She only gives broad directions to the designers, allowing them to complete the assigned tasks in their own ways.

Susan is adopting the \_\_\_\_\_ style of leadership.

- A. autocratic  
B. centralized  
C. laissez faire  
D. participative

38. 2015.MC.Q6

Which of the following show the importance of management?

- (1) enhance the efficient use of resources of the business
  - (2) help staff achieve the goal of the business effectively
  - (3) prevent the business from being affected by external factors
- A. (1) and (2) only  
B. (1) and (3) only  
C. (2) and (3) only  
D. (1), (2) and (3)

39. 2015.MC.Q11 [out of syllabus]

40. 2015.MC.Q13

Which of the following tasks are performed by the finance department of a company?

- (1) make investment decisions for the company
- (2) formulate debt collection policy of the company
- (3) set up staff's compensation system of the company

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

41. 2015.MC.Q21

An operations manager of a company is responsible for \_\_\_\_\_.

- (1) assigning jobs to the factory workers
- (2) projecting the demand for the products
- (3) setting up the assemble lines for the plant

- A. (1) only
- B. (2) only
- C. (1) and (3) only
- D. (1), (2) and (3)

42. 2016.MC.Q1

Which of the following is/are the characteristic(s) of multinational corporations located in Hong Kong?

- (1) Their operations also take place outside Hong Kong.
- (2) They are listed on the stock exchange of Hong Kong.
- (3) They have more than 100 employees.

- A. (1) only
- B. (1) and (2) only
- C. (2) and (3) only
- D. (1), (2) and (3)

43. 2016.MC.Q2

Which of the following are the characteristic of a flat organisation as opposed to a tall organisation?

- (1) wider span of control
- (2) fewer levels of management
- (3) shorter decision-making process

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

44. 2016.MC.Q3 [out of syllabus]

45. 2016.MC.Q7

Under which of the following circumstances should autocratic leadership be adopted by management?

- (1) Subordinates are only responsible for repetitive and simple jobs.
- (2) Subordinates are willing to take responsibility.
- (3) The company always needs to make quick decisions.

- A. (1) only
- B. (1) and (2) only
- C. (1) and (3) only
- D. (2) and (3) only

46. 2016.MC.Q8 [out of syllabus]

47. 2016.MC.Q10

Which of the following statements about "division of work" are correct?

- (1) It facilitates automation of production.
- (2) It makes it easier for managers to supervise the production process.
- (3) It makes it easier for workers to master the production process they are responsible for.

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

48. 2016.MC.Q20

Which of the following are the importance of small and medium enterprises to the local economy?

- (1) They provide materials and services to large businesses.
- (2) They provide unique products to satisfy the needs of the Hong Kong market.
- (3) They provide the major source of tax income for Hong Kong.

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

49. 2016.MC.Q22

Which of the following are the benefits of defining the goal of a project?

- (1) provide clear directions to employees
- (2) help control the progress of work and monitor the performance of employees
- (3) reduce employees' workload

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

50. 2016.MC.Q24

Which of the following statements about "unity of command" is correct?

- A. Each manager takes up one project only.
- B. Each subordinate directly reports to one supervisor only.
- C. All employees are working towards the same goals.
- D. All employees receive the same instructions when assigned the same tasks.

51. 2017.MC.Q4

Which of the following statement about business management are correct?

- (1) Under the unity of command principle, each employee only receives order from one superior.
- (2) A tall organisation has more layers than a flat organisation.
- (3) Communications between superiors and subordinates can be improved by adopting Management by Objectives.

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

52. 2017.MC.Q8

Which of the following tasks is/are performed by the information management department of a company?

- (1) designing a file storage system for the training records of the human resources department
- (2) assisting the marketing department to process market research data
- (3) preparing the budget for the finance department

- A. (1) only
- B. (1) and (2) only
- C. (2) and (3) only
- D. (1), (2) and (3)

53. 2017.MC.Q14

Which of the following illustrate the importance of entrepreneurship in business development?

- (1) reduce business risks
- (2) promote economic growth
- (3) encourage innovation

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

54. 2017.MC.Q20

Which of the following statements about small and medium enterprises (SMEs) in Hong Kong are correct?

- (1) The majority of business in Hong Kong are SMEs.
- (2) The forms of business ownership of SMEs are either sole proprietorship or partnership.
- (3) SMEs are usually managed by their owners.

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

55. 2017.MC.Q24

Which of the following statements about "unity of direction" is correct?

- A. Each supervisor is responsible for one project at a time.
- B. Each employee works towards one goal in each period.
- C. Employees working on the same project have the same goal.
- D. The goals of a business should be accomplished within a reasonable timeframe.

56. 2017.MC.Q27

Which of the following is **not** an advantage of adopting democratic leadership for a business?

- A. enhance operational efficiency
- B. widen managers' exposure
- C. strengthen staff support for business policies
- D. improve mutual understanding between management and staff

57. 2018.MC.Q5

The following are the tasks required for quality control.

- (1) Measure the actual rate of defective items by sampling.
- (2) Find reasons and take follow-up measures if the actual rate of defective items is higher than the acceptable level.
- (3) Set up the acceptable rate of defective items
- (4) Compare the actual rate of defective items with the acceptable rate

The sequence of the quality control procedure should be

- A. (1) → (3) → (2) → (4)
- B. (1) → (4) → (3) → (2)
- C. (3) → (1) → (2) → (4)
- D. (3) → (1) → (4) → (2)

58. 2018.MC.Q9

Which of the following are the main functions of a marketing department of a company?

- (1) plan marketing research
- (2) formulate pricing strategy for the products
- (3) control product quality

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

59. 2018.MC.Q16

Which of the following are the advantages of adopting 'management by objectives' by a business?

- (1) enhance the subordinates' job satisfaction
- (2) lower the administrative cost
- (3) reduce work delays

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

60. 2018.MC.Q26

A car retailer sets the following sales target for its new car model:

**'50% of Hong Kong drivers will buy our new car model in 2019.'**

Which of the following criteria for setting good objectives is/are fulfilled in this sales target?

- (1) specific
- (2) measurable
- (3) attainable

- A. (2) only
- B. (3) only
- C. (1) and (2) only
- D. (1) and (3) only

61. 2018.MC.Q27

Which of the following statements about 'authority' is/are correct?

- (1) An operations manager has staff authority over his/her subordinates.
- (2) A human resources manager has line authority over the plant manager.
- (3) An accounting manager has line authority over his/her subordinates.

- A. (2) only
- B. (3) only
- C. (1) and (2) only
- D. (1), (2) and (3)

62. 2019.MC.Q3

Which of the following statements about 'management by objectives' are correct?

- (1) It can enhance staff morale.
- (2) It can facilitate communication between superiors and subordinates.
- (3) It allows superiors to focus on more important tasks.

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

63. 2019.MC.Q7

A company is going to launch a new product in the market. Its Finance Manager is responsible for \_\_\_\_\_.

- (1) setting the price of the new product
  - (2) seeking funds to launch the new product
  - (3) preparing budgets for the new product
- A. (1) and (2) only  
B. (1) and (3) only  
C. (2) and (3) only  
D. (1), (2) and (3)

64. 2019.MC.Q13

Which of the following statements about small and medium enterprises (SMEs) in Hong Kong is/are correct?

- (1) The number of employees accounts for around 80% of total employment (excluding civil service) in Hong Kong.
  - (2) They can operate as a limited company.
  - (3) The annual sales revenue of a SME must be below \$5 million.
- A. (1) only  
B. (2) only  
C. (1) and (3) only  
D. (2) and (3) only

65. 2019.MC.Q21

Which of the following statements about entrepreneurs are correct?

- (1) They are willing to take on challenges.
  - (2) They promote economic growth by creating job opportunities.
  - (3) They promote marketing competition by introducing new products and services.
- A. (1) and (2) only  
B. (1) and (3) only  
C. (2) and (3) only  
D. (1), (2) and (3)

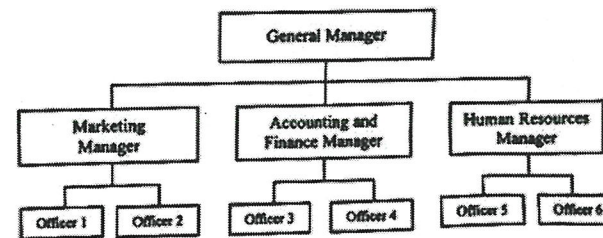
66. 2019.MC.Q27

A manager compares the actual performance of the staff with the performance standard. Which of the following functions does the task belong to?

- A. leading  
B. organising  
C. planning  
D. controlling

67. 2019.MC.Q30

The organisation chart of a company is as follows:



Which of the following statements are correct?

- (1) The company is departmentalised by function.
  - (2) The span of control of the General Manager is nine.
  - (3) The General Manager has line authority over the marketing manager.
- A. (1) and (2) only  
B. (1) and (3) only  
C. (2) and (3) only  
D. (1), (2) and (3)



68. 2020.MC.Q2

What is the importance of management to a business?

- (1) optimise utilisation of organisational resources
- (2) establish sound organisational structure
- (3) achieve organisational goals effectively

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

69. 2020.MC.Q6

Which of the following descriptions of a SMART goal are correct?

- (1) It should be quantified.
- (2) There should be an expected completion time.
- (3) The methods of achieving the goal should be stated clearly.

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

70. 2020.MC.Q7

There are different departments in a company. One of the goals of the company is to improve the service quality of its salespersons. For this reason, the human resources manager of the company assigned her subordinate, Tim, to design training programmes for the salespersons. Tim reports to the human resources manager only. Which of the following principles of effective management are illustrated in this scenario?

- (1) Unity of direction
- (2) Unity of command
- (3) Division of work

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

71. 2020.MC.Q12

A bank has the following departments: deposit, loan, credit card, investment and personal financial planning. Under the personal financing planning department, there are Hong Kong Island, Kowloon and New Territories divisions. State the forms of departmentalisation adopted by the bank.

- (1) by product.
- (2) by function.
- (3) by location

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

72. 2020.MC.Q17

Which of the following statements about authority and responsibility are correct?

- (1) For a job position, responsibility should be balanced with authority.
- (2) Authority and responsibility of managers increase progressively from low-level to top-level.
- (3) Delegation is the assigning of authority and responsibility of work from the superior to the subordinates.

- A. (1) and (2) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)

73. 2020.MC.Q21

Which of the following statement is **not** correct?

- A. The human resources department recruits an accounting clerk according to the requirements set by the finance department.
- B. The information department uses data collected by the marketing department to set the product price.
- C. The risk management department assesses the risks of using tools and machinery for the operations department.
- D. The finance department obtains a loan for the operations departments expand production capacity.

74. 2020.MC.Q26

The number of staff in Firm A and Firm B are the same. Firm A has a flat organisational structure while Firm B has a tall organisational structure. Which of the following statements is/are correct?

- (1) Firm A is more responsible to market changes.
- (2) There are more levels of management in Firm A.
- (3) There are more managers in Firm A.

- A. (1) only
- B. (2) only
- C. (1) and (3) only
- D. (2) and (3) only

75. 2020.MC.Q27

Which of the following statements about multinational corporations is/are correct?

- (1) Multinational corporations are public limited companies.
- (2) Multinational corporations operate in different countries.
- (3) A local company becomes a multinational corporation by raising capital in other countries.

- A. (1) only
- B. (2) only
- C. (1) and (2) only
- D. (2) and (3) only

76. 2020.MC.Q29

Under which of the following circumstances should laissez-faire leadership be adopted by a superior?

- (1) the work requires a high level of creativity
- (2) subordinates are young and energetic
- (3) superior-subordinate relationship is good

- A. (1) only
- B. (1) and (3) only
- C. (2) and (3) only
- D. (1), (2) and (3)