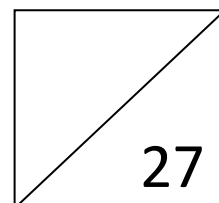


**South Tuen Mun Government Secondary School**  
**Business, Accounting and Financial Studies**  
**Paper 1 Revision- Business Environment and Introduction to Management Ch.4**  
**DSE Past Paper 2012-2019**



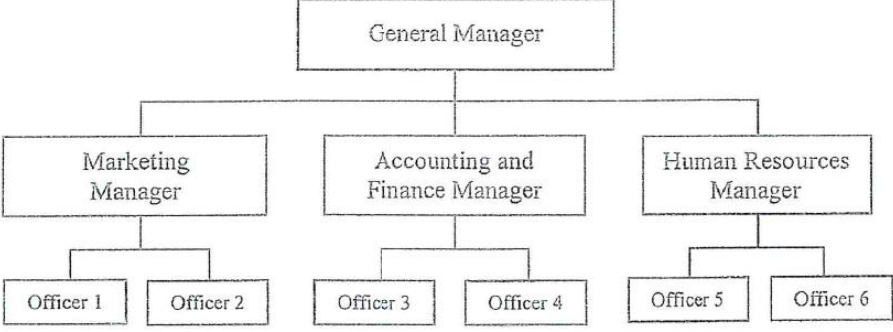
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**Ch 4**

17-4	<p>Which of the following statements about business management are correct?</p> <p>(1) Under the unity of command principle, each employee only receives orders from one superior.  (2) A tall organisation has more layers than a flat organisation.  (3) Communication between superiors and subordinates can be improved by adopting Management by Objectives.</p> <p>A. (1) and (2) only  B. (1) and (3) only  C. (2) and (3) only  D. (1), (2) and (3)</p>															
15-6	<p>Which of the following show the importance of management?</p> <p>(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</p> <p>A. (1) and (2) only  B. (1) and (3) only  C. (2) and (3) only  D. (1), (2) and (3)</p>															
15-24	<p>David joined a manufacturing company as an engineer some years ago and will be promoted to the post of the General Manager soon. After his promotion, _____(I)_____ skills will become most important to his work while _____(II)_____ skills will become least important.</p> <table style="width: 100%; border: none;"> <tr> <td></td> <td style="text-align: center;">(I)</td> <td style="text-align: center;">(II)</td> </tr> <tr> <td>A.</td> <td>technical</td> <td>interpersonal</td> </tr> <tr> <td>B.</td> <td>interpersonal</td> <td>conceptual</td> </tr> <tr> <td>C.</td> <td>conceptual</td> <td>interpersonal</td> </tr> <tr> <td>D.</td> <td>conceptual</td> <td>technical</td> </tr> </table>		(I)	(II)	A.	technical	interpersonal	B.	interpersonal	conceptual	C.	conceptual	interpersonal	D.	conceptual	technical
	(I)	(II)														
A.	technical	interpersonal														
B.	interpersonal	conceptual														
C.	conceptual	interpersonal														
D.	conceptual	technical														
16-8	<p>The front-line manager is responsible for</p> <p>(1) making strategic decisions.  (2) monitoring the daily operations of the business.  (3) formulating corporate policies and directions.</p> <p>A. (1) only  B. (2) only  C. (1) and (3) only  D. (2) and (3) only</p>															

12-1	<p>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?</p> <p>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</p>
16-22	<p>Which of the following are the benefits of defining the goal of a project?</p> <p>(1) provide clear directions to employees  (2) help control the progress of work and monitor the performance of employees  (3) reduce employees' workload</p> <p>A. (1) and (2) only  B. (1) and (3) only  C. (2) and (3) only  D. (1), (2) and (3)</p>
14-17	<p>Mr Chan is the general manager of a large supermarket chain. He sets a target for the chain: "We will increase the sales volume of the Kowloon area by 10% as soon as possible." Which of the following criteria for setting good objectives is/are NOT met in this target?</p> <p>(1) specific  (2) time-bound  (3) measurable</p> <p>A. (1) only  B. (2) only  C. (1) and (3) only  D. (2) and (3) only</p>
18-26	<p>A car retailer sets the following sales target for its new car model:</p> <p style="text-align: center;"><b>'50% of Hong Kong drivers will buy our new car model in 2019.'</b></p> <p>Which of the following criteria for setting good objectives is/are fulfilled in this sales target?</p> <p>(1) specific  (2) measurable  (3) attainable</p> <p>A. (2) only  B. (3) only  C. (1) and (2) only  D. (1) and (3) only</p>
13-4	<p>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</p> <p>(1) strategic plan.  (2) long-term plan.  (3) operational plan.</p> <p>A. (1) and (2) only  B. (1) and (3) only  C. (2) and (3) only  D. (1), (2) and (3)</p>

16-3	<p>In a company with departmentalisation by geographical location,</p> <ul style="list-style-type: none"> <li>A. departmental offices are set up in the regions which the department oversees.</li> <li>B. departmental managers are responsible for business operations in the regions which the department oversees.</li> <li>C. departmental outlets only sell goods produced in the regions which the department oversees.</li> <li>D. departmental staff is only recruited from the regions which the department oversees.</li> </ul>
17-27	<p>Which of the following is <b>not</b> an advantage of adopting democratic leadership for a business?</p> <ul style="list-style-type: none"> <li>A. enhance operational efficiency</li> <li>B. widen managers' exposure</li> <li>C. strengthen staff support for business policies</li> <li>D. improve mutual understanding between management and staff</li> </ul>
15-3	<p>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.</p> <p>Susan is adopting the _____ style of leadership.</p> <ul style="list-style-type: none"> <li>A. autocratic</li> <li>B. centralised</li> <li>C. laissez faire</li> <li>D. participative</li> </ul>
16-7	<p>Under which of the following circumstances should autocratic leadership be adopted by management?</p> <ul style="list-style-type: none"> <li>(1) Subordinates are only responsible for repetitive and simple jobs.</li> <li>(2) Subordinates are willing to take responsibility.</li> <li>(3) The company always needs to make quick decisions.</li> </ul> <ul style="list-style-type: none"> <li>A. (1) only</li> <li>B. (1) and (2) only</li> <li>C. (1) and (3) only</li> <li>D. (2) and (3) only</li> </ul>
12-6	<p>Which of the following is not within the process of controlling in a sales department of a business?</p> <ul style="list-style-type: none"> <li>A. set sales targets</li> <li>B. assign salespersons to different sales teams</li> <li>C. record sales of each salesperson</li> <li>D. adjust sales targets</li> </ul>
19-27	<p>A manager compares the actual performance of the staff with the performance standard. Which of the following management functions does the task belong to?</p> <ul style="list-style-type: none"> <li>A. leading</li> <li>B. organising</li> <li>C. planning</li> <li>D. controlling</li> </ul>

16-2	<p>Which of the following are the characteristics of a flat organisation as opposed to a tall organisation?</p> <p>(1) wider span of control  (2) fewer levels of management  (3) shorter decision-making process</p> <p>A. (1) and (2) only  B. (1) and (3) only  C. (2) and (3) only  D. (1), (2) and (3)</p>
19-30	<p>The organisation chart of a company is as follows:</p>  <pre> graph TD     GM[General Manager] --&gt; MM[Marketing Manager]     GM --&gt; AFM[Accounting and Finance Manager]     GM --&gt; HRM[Human Resources Manager]     MM --&gt; O1[Officer 1]     MM --&gt; O2[Officer 2]     AFM --&gt; O3[Officer 3]     AFM --&gt; O4[Officer 4]     HRM --&gt; O5[Officer 5]     HRM --&gt; O6[Officer 6] </pre> <p>Which of the following statements are correct?</p> <p>(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.</p> <p>A. (1) and (2) only  B. (1) and (3) only  C. (2) and (3) only  D. (1), (2) and (3)</p>
16-10	<p>Which of the following statements about “division of work” are correct?</p> <p>(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.</p> <p>A. (1) and (2) only  B. (1) and (3) only  C. (2) and (3) only  D. (1), (2) and (3)</p>
17-24	<p>Which of the following statements about ‘unity of direction’ is correct?</p> <p>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.</p>
16-24	<p>Which of the following statements about “unity of command” is correct?</p> <p>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.</p>

13-8	<p>Which of the following statements are correct?</p> <p>(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.</p> <p>A. (1) and (2) only  B. (1) and (3) only  C. (2) and (3) only  D. (1), (2) and (3)</p>
18-27	<p>Which of the following statements about 'authority' is/are correct?</p> <p>(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.</p> <p>A. (2) only  B. (3) only  C. (1) and (2) only  D. (1), (2) and (3)</p>
14-21	<p>Which of the following are advantages of management by objectives (MBO)?</p> <p>(1) It reduces paper work.  (2) It enables better control of subordinates' work progress.  (3) It helps to enhance coordination between different levels.</p> <p>A. (1) and (2) only  B. (1) and (3) only  C. (2) and (3) only  D. (1), (2) and (3)</p>
12-19	<p>Which of the following are benefits of applying Management by Objectives in a business?</p> <p>(1) improved communication between management and staff  (2) better staff morale  (3) enhanced monitoring of staff performance</p> <p>A. (1) and (2) only  B. (1) and (3) only  C. (2) and (3) only  D. (1), (2) and (3)</p>

18-11	<p>A trading firm is departmentalised by function. At the beginning of every year, the General Manager and the department managers discuss and formulate the departmental objectives together so as to achieve the overall target of the firm. Regular reviews are conducted by them to see whether the departmental objectives have been achieved as planned.</p> <p>Based on the above information, which of the following principles of effective management are used by the firm?</p> <p>(1) balancing authority and responsibility (2) management by objectives (3) division of work</p> <p>A. (1) and (2) only B. (1) and (3) only C. (2) and (3) only D. (1), (2) and (3)</p>
18-16	<p>Which of the following are the advantages of adopting 'management by objectives' by a business?</p> <p>(1) enhance the subordinates' job satisfaction (2) lower the administrative cost (3) reduce work delays</p> <p>A. (1) and (2) only B. (1) and (3) only C. (2) and (3) only D. (1), (2) and (3)</p>
19-3	<p>Which of the following statements about 'management by objectives' are correct?</p> <p>(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.</p> <p>A. (1) and (2) only B. (1) and (3) only C. (2) and (3) only D. (1), (2) and (3)</p>