

Human Resources Management

19-Q6c	<p>Herzberg's Dual-factor Theory</p> <p>(i) attractive remuneration and comfortable working environment (ii) two ways to motivate staff</p>
18-Q6	<p>b) With reference to the assumptions of McGregor's Theory X and Theory Y,</p> <p>i) give one piece of information from the case to support Johnny's view that the staff of Sun Fung Company belong to the Theory Y type. (1 mark)</p> <p>ii) Suggest two other ways in which Sun Fung Company could motivate its staff. (4 marks)</p>
17-Q5	<p>(b) With reference to Maslow's hierarchy of needs, explain two levels of needs which Marco's retail chain may not currently satisfy for its salespersons.. (4 marks)</p>
16-Q2	<p>With reference to Herzberg's Dual-factor Theory, suggest two factors that can lead to job satisfaction for designers in a fashion company. Illustrate your answer with an example of each. (4 marks)</p>
15-Q6	<p>(c) With reference to two relevant assumptions of McGregor's Theory X and Theory Y explain why strict control over the salespeople could make them work hard. (4marks)</p>
13-Q8	<p>(a) With reference to McGregor's Theory X and Theory Y state three assumptions that Richard holds in relation to managing his employees. Illustrate each with an example. (6 marks)</p> <p><i>"He believes that close supervision and motivation by money are the keys to our success. He pays them salaries at a higher rate than the market level. They are required to listen to his instructions and stick to the existing practices"</i></p>
12-Q7	<p>(a) From the perspective of human resources management, identify two possible consequences of crew members' low morale to Skyline Airways. (4 marks)</p>
12-Q7	<p>(b) With reference to Herzberg's Dual-Factor theory, suggest three ways to motivate the crew members of Skyline Airways. (6 marks)</p>
18-Q8	<p>b) Illustrate the steps in conducting a performance appraisal for the course instructors. (12 marks)</p>
16-Q4	<p>Briefly describe two objectives for a company of appraising the performance of its salespeople (4 marks)</p>
13-Q1	<p>Briefly describe three uses of performance appraisal to a company. (6 marks)</p>
14-Q6	<p>(b) Explain two performance appraisal methods that can be adopted by Grassland to assess the performance of the merchandisers. (4 marks)</p>
17-Q3	<p>Outline three objectives of providing training to the drivers of a transportation company. (6 marks)</p>
14-Q6	<p>Grassland has identified the training needs of its merchandisers. Describe three of the remaining steps that it should take in the training process. (6 marks)</p>
13-Q8	<p>(c) With reference to two characteristics of service, give one reason each to explain why training can help Wing Hung to meet today's service standard. (4 marks)</p>

19-Q6d	(i) on-the-job training for newly-recruited sales trainees (ii) Adv of on-the-job over off-the-job training
16-Q7	(c) Suggest three off-the-job training methods and state how each of them can help the sales learn of Central wash increase the success rate of personal selling . (6 marks)
12-Q8	Training of front-line staff is important to banks. (a) Describe the steps that a bank should take to perform its training function . (10 marks)
19-Q7b	ii) Explain the advantages of different external recruitment channels .
17-Q5	(d) Outline two limitations of appointing a customer relationship managers through internal recruitment . (4 marks)
16-Q8	8. A fast food chain is going to set up a new branch and is considering hiring shop supervisor for the branch through internal recruitment. At the same time, in order to fulfil corporate social responsibility, the chain is planning to hire people with mild mental and physical disabilities for the branch. (a) Describe the advantages of hiring shop supervisor through internal recruitment . (8 marks) (b) With reference to the functions of human resources management, suggest support measures that the chain could provide to employees with mild mental and physical disabilities . (12 marks)
13-Q10	As its product reaches the growth stage of the product life cycle , a company considers expanding its business and recruiting more managers internally. (b) Explain the advantages to the company of recruiting managers internally . (8 marks)
15-Q3	Explain three benefits to a company of providing orientation programmes to new employees .
18-Q6	a) Explain three disadvantages of Johnny's proposal to change the remuneration system . (6 marks)
17-Q7	(b) Illustrate with examples the purposes of providing fringe benefits to the employees of an airline company. (12 marks)
19_Q4	(c) to increase the inventory turnover, the firm decided to pay salary according to performance. Suggest one form of performance-base pay that the firm could introduce. (2 marks)
15-Q6	(d) Suggest four non-monetary rewards that Lucky could give to its salespeople . (4 marks)
13-Q8	(b) Apart from providing above market level salaries, suggest three other types of monetary compensation methods that Wing Hung (a locally-based department store chain established seventy years ago) could adopt to motivate its employees to perform better. (6 marks)
12-Q1	What is indirect compensation?(non-monetary) State two purposes of providing indirect compensation to employees (6 marks)
15-Q7	(c) Explain two limitations of using interview as a means of choosing beauty consultants for the beauty centre. (4 marks)
19-Q1	A bus company has started manpower planning and forecasted that its demand for bus drivers will increase. Describe the remaining three steps of this manpower planning process . (6 marks)
15-Q8	8. In view of its promising prospects, a listed fashion retail chain is planning to expand its business and is considering using debt or equity financing (a) Describe the manpower planning process which should be used for the expansion of the retail chain. (8 marks)

14-Q8	<p>The retail industry in Hong Kong has been facing many challenges, including a shortage of salespersons and rising rentals.</p> <p>(a) With reference to four human resources management <u>HR functions</u>, suggest ways in which a jewelry retail chain can cope with the <u>shortage of salespersons</u>. (8 marks)</p>
18-Q3	<p>Suggest three <u>internal communication programmes</u> that could enhance the employee relations of a large enterprise. (6 marks)</p>

Marketing Management

18-Q9	c) i Explain what ' marketing concept ' means. (2 marks) c) ii Explain with an example how the marketing concept could be applied to the food truck business. (2 marks)
17-Q8	(a) Describe the steps in formulating a marketing plan for the fashion chain. (8 marks)
12Q6	(c) Use the case of Platine (French restaurant) to illustrate the meaning of marketing concept . (2 marks)
16-Q3	Explain three benefits to a company of adopting a direct distribution channel for its products. (6 marks)
14-Q6	(a) Apart from maintaining a good relationship with retailers, suggest two ways in which Grassland can encourage retailers to carry more of its products . (4 marks) (Channel of distribution)
12-Q5	State three benefits to a bookstore of using e-marketing to perform its distribution function . (6 marks)
19-Q6	(a) promotion mix to boost sales (bii) remedial actions to cope with competition
15-Q6	For any three elements of the promotion mix , suggest one way each for Lucky to stimulate the sales in its own retail stores. (6 marks)
13-Q7	(e) With reference to any three elements of the promotion mix , suggest one way each to promote the organic food restaurants. (6 marks)
18-Q2	Suggest three product strategies that a travel agency could adopt to attract customers. (6 marks)
17-Q4	With reference to any three elements of the marketing mix , suggest one way in which each can be used to market a product in the decline stage of the product life cycle . (6 marks)
19-Q5d	Electronic marketing system (i) pricing strategies for movie tickets (ii) reasons for using such pricing strategies
15-Q7	(d) Suggest a product strategy and a pricing strategy for the beauty centre. For each strategy, justify your suggestions with one characteristic of the growth stage of the product life cycle . (4 marks)
14-Q5	Describe two differences between the skimming pricing strategy and the penetration pricing strategy when launching a new product . (4 marks)
12-Q6	(e) Other than product, there are three other elements of the marketing mix . Suggest one way in which Platine (French restaurant) can use each of these other elements to enhance its competitiveness . (6 marks)
18-Q7	b) Explain the factors that the company should consider when deciding whether to distribute the bicycles to customers through middlemen. (12 marks)

16-Q6d	(6d) Suggest three non-financial problems that may arise if Ming Kee launches the online shopping project. (6 marks)
19-Q2a	Differentiate between primary and secondary data
19-Q2b	Sampling techniques and explain how the restaurant could use each of them to collect primary data.
18-Q8	a) Describe the data collection methods which can be used by the language learning centre to gather information on the preferences and needs of its potential customers.
17-Q6	(b) Outline two limitations of sending questionnaires to all customers in membership scheme to explore whether customers generally accept robot service. (4 marks)
16-Q7	(ai) What is secondary data ? (aia) Give two limitations of using secondary data to help Central wash understand the needs of its customers . (b) Give three pieces of evidence from the case to support Billy's view that the dishware cleaning and sanitizing industry is at the maturity stage of the product life cycle (PLC) . (3 marks)
13-Q10	As its product reaches the growth stage of the product life cycle , a company considers expanding its business and recruiting more managers internally. (a) Describe the characteristics of the growth stage of the product life cycle . (12 marks)
14-Q4	Briefly describe three sampling techniques that can be used in marketing research . (6 marks)
13-Q7	(b) Give three types of data collection method that Miss Ma can (fast food chain) use in conducting the market research. Explain each with an example. (6 marks)
15-Q7	(C) Explain two limitations of using interview as a means of choosing beauty consultants for the beauty centre.
16-Q9	A smartphone manufacturer has developed a new mobile phone model and is considering setting a price for the new mobile phone. It is also planning to analyse the purchase decision-making process of its customers in order to launch the product successfully. (a) Describe the factors to be considered by the smartphone manufacturer when setting the price for its new mobile phone.
17-Q8	(b) Illustrate with examples the socio-cultural and psychological factors affecting the buying decisions of the fashion chain's customers. (8 marks)
19-Q9	(a) illustrate the difference between the business market and consumer market for a computer company
16-Q9	(b) With reference to the purchase decision-making process . Explain the steps customers would go through for the purchase of a new mobile phone.
14_Q7	(a) using the budget airline market as an example, explain three differences in buying behaviour between consumer market and the business market . (6 marks)

14-Q9	<p>The market for beauty and skin care services in Hong Kong is expanding but there are also a lot of customer complaints. Consumers are becoming more careful when buying beauty and skin care services. Beauty centres have to pay more attention to the rights of consumers.</p> <p>(a) Using the purchase of beauty and skin care services as an example, describe the steps in the consumer buying decision process. (10 marks)</p> <p>(b) Explain how a beauty centre could satisfy its customers with respect to four consumer rights. (10 marks)</p>
12-Q6	(d) With reference to the customer decision-making process , outline the steps Platine's customers (French restaurant) should take before they make their purchase decisions. (6 marks)
15-Q5	List four ordinances that might help protect consumer rights in Hong Kong.
17-Q6	(a) With reference to any three characteristics of service , explain how King's restaurant can solve the problems with its service quality. (6 marks)
15-Q7	(b) With reference to any three characteristics of service , explain how Sunlight Fitness can enhance the service quality of its fitness centres. (6 marks)
13-Q8	(c) With reference to two characteristics of service , give one reason each to explain why training can help Wing Hung to meet today's service standard. (4 marks)
19-Q8	a) Explain the factors to be considered by a company manufacturing and selling furniture when determining which market segment should be targeted.
18-Q5	d) As suggested by Martin, explain three other bases of market segmentation that Robin could use. (6 marks)
15-Q9	<p>The banquet service is one of the main sources of income for hotels in Hong Kong. Customers usually hold banquets in hotels for weddings or birthdays</p> <p>(a) Illustrate with examples the bases of market segmentation that can be used by a hotel in Hong Kong for its banquet service. (10 marks)</p> <p>(b) Explain the factors to be considered by a hotel when determining the target market for the banquet service. (10 marks)</p>
13-Q6	(c) With reference to the criteria for evaluating a market segment , explain why the middle-class is an effective market segment for organic food restaurants. (6 marks)
12-Q9	<p>Tourism is one of the major industries in Hong Kong. As the number of increases and the industry outlook for the hotel sector becomes more positive, visitors from the Mainland new hotels are going to be set up.</p> <p>a) Suggest the bases of market segmentation for a new hotel. (8 marks)</p> <p>b) Illustrate with examples to explain why customer relationship management (CRM) is important to a hotel. (12 marks)</p>
17-Q5	(c) Give two reasons why CRM could help increase sales to existing customers. (4 marks)
14-Q7	(b) Apart from lower cost, explain two benefits to the budget airline of adopting e-marketing strategies (4 marks)
13-Q3	From the perspective of customer relationship management (CRM) , give two reasons why retaining existing customers is more important than attracting new customers. (4 marks)

13-Q5	Suggest two advantages to a multi-national corporation (MNC) of adopting divisional departmentalization by geographical location . (4 marks)
13-Q6	Give two reasons to explain why contracts are important in the business sector. (4 marks)
12-Q2	Outline the three essential elements of a sales and purchase contract of a product. (6 marks)

Financial Management

17-Q7	(a) Describe the aspects of the airline company's performance that could be evaluated using accounting ratios . (8 marks)
16-Q1	Outline two limitations of using accounting ratios to assess the performance of a company. (4 marks)
19-Q6	(bi) unfavourable sales-volume variance
16-Q5	(a) Budgeting is an important financial function in a company. Explain two purposes of budgeting. (4 marks) (b) List two causes of a favourable sales variance . (2 marks)
13-Q9	A retail chain uses accounting ratios and budget variance analysis to evaluate its performance. (a) Illustrate with examples what aspects of the retail chain's performance could be evaluated by accounting ratios . (12 marks) (b) Explain the possible causes of budget variance in the retail chain. (8 marks)
18-Q5b)	Describe two limitations of using budgetary control for the food truck business. (4 marks)
15-Q1	Describe three limitations of using budgetary control to assess the performance of a sales department (6 marks)
12-Q5	With reference to any three management functions, explain how budgeting is useful to the management of a Company. (6 marks)
18-Q5	ai) Describe the operating cycle of the food truck business. (2 marks) a ii) Give one reason why the cash conversion cycle of the food truck business is relatively short. (2 marks)
18-Q6	c) Based on the accounting rate of return and the net present value of the robotic arms project, should Sun Fung Company accept the project? Justify your answer with one reason. (3 marks) d) Explain two non-financial factors that would support the installation of the robotic arms. (4 marks)
17-Q6	(ci) calculate the Payback period of the robotic system(2 marks) (cii) calculate the NPV of the robotic system(2 marks) (d) Based on the net present value calculated in(c)(ii) above, explain whether the robotic project should be adopted, (2marks) (e) Other than the payback period methods and the net present value method, suggest and explain one other capital investment appraisal methods for evaluating the robotic system project. (2 marks)
19-Q4	(a) Calculate the inventory turnover (b) Objective of inventory management
16-Q6	Using the Economic Order Quantity model (EOQ) , calculate the optimal order quantity of beverages (in boxes) for Ming Kee. Show your workings (2 marks) (ii) Based on the optimal order quantity calculated in (a) (i), state which inventory cost component contributes to the reduction in total inventory cost . Explain why. (2 marks) (b) From the perspective of cash management , suggest two ways to cope with Ming Kee's liquidity

	<p>problem.(4 marks)</p> <p>(c) Give two reasons for using the Net Present Value (NPV) method instead of the Payback method to evaluate the online shopping project. (4 marks)</p>
13-Q8	<p>(d)(i) Calculate the payback period of the on-line shopping project (1 mark)</p> <p>(d)(ii) Give two reasons why it is not appropriate to use the payback period method to evaluate the on-line shopping project. (4 marks)</p>
13-Q8	<p>(e)(i) Based on Raymond's estimates of the cash flows for the on-line shopping project, and assuming a discount rate of 8% per annum, calculate the net present value(NPV) of the project (to the nearest dollar). Show your workings. (2 marks)</p> <p>(e)(ii) According to your calculation in(e)(i),explain whether the project should be adopted, (2marks)</p>
12-Q6	<p>(a)(i) Explain how the use of the EOQ model can reduce inventory cost (3 marks)</p> <p>(a)(ii)Using the EOQ model, calculate the optimal order quantity of oysters (in dozens) for Platine (French restaurant). Show your workings. (2 marks)</p>
12-Q8	<p>Training of front-line staff is important to banks.</p> <p>(b) A large bank is considering buying an expensive computer system to be used for training its frontline staff. Assume the Net Present Value (NPV) method is used to evaluate the purchase of the computer training system, identify the variables of the NPV formula and illustrate the meaning of each with an example. (10 marks)</p>
19-Q8	(b) Analyse the limitation of different capital investment appraisal methods.
19-Q5	(a) Internal rate of return method
14-Q8	(b) The jewellery retail chain is going to open a new shop. It is considering whether to buy or rent the shop premises. Describe the various capital investment appraisal methods that can be used to evaluate this decision. (10 marks)
18-Q7	a) Describe the cost components for determining the EOQ of bicycles and explain how the total inventory cost can arrive at its minimum under this model. (8 marks)
14-Q2	<p>(a) With a diagram, show how the Economic Order Quantity (EOQ) of a product is determined. (2 marks)</p> <p><u>The following data relate to a product:</u> Annual demand: 7200 units Lead time: 8 days Assuming there are 360 days in a year and no safety stock is kept, calculate the re-order level of the Product. Show your calculations. (2 marks)</p>
12-Q6	(b) Briefly describe two ways to hedge against the Euro exchange rate risk . (4 marks)
19-Q3	<p>(a) Non-insurable risk</p> <p>(b) types of insurance to cover the risk</p>
17-Q1	<p>a) Define pure risk and speculative risk. (2 marks)</p> <p>b) Briefly explain the two types of 'liability insurance' a theme park should take out. (4 marks)</p>

16-Q7	(d) (i) Give a reason why the risk of frequent damage to dishware is non-insurable . (2 marks) (d) (ii) Suggest two risk management strategies Central wash could adopt to deal with the risk in (d) (i) above. (4 marks)
12-Q7	(c) Give three reasons why the risk of economic fluctuation faced by <i>Skyline Airways</i> is uninsurable . (6 marks)
18-Q1	Explain three types of risk management strategies that a shipping company may use to deal with the risk of pirate attacks and kidnapping. (6 marks)
15-Q2	Explain two risk management strategies a convenience store could adopt to deal with shoplifting . (4 marks)
14_Q7	(d) With reference to any two types of macro-environmental factors , explain why the risk to the airline business is higher than many other industries (4 marks)
13-Q7	(a) Suggest two risk management strategies for handling the risk of food poisoning faced by Yummy Group. (4 marks)
14-Q1	Explain two types of insurance that a restaurant should take out. (4 marks)
18-Q4b)	With reference to your answer to (a) above, comment on any two elements of the credit policy of the firm. (4 marks)
12-Q7	(d) List any two elements of credit policies . Suggest one way in which Skyline Airways can use each of these two elements to reduce the delays in payment by travel agencies. (4 marks)
15-Q6	(a) With reference to any two elements of credit policy , explain how Lucky can tighten its credit to retailers. (4 marks)
17-Q2	Explain any three components of the (5Cs) of the credit standard that a bank consider when deciding whether to grant credit to a borrower. (6 marks)
13-Q2	Explain three types of factors (5Cs) that a company would consider to evaluate the risk of granting credit to a customer. (6 marks)
18-Q4a)	Calculate the trade receivables turnover (to 2 decimal places) of the firm for the year 2017. (2 marks)
15-Q7	(a)(i) Calculate the total assets turnover of Sunlight Fitness for 2013 and 2014. (a)(ii) Give one reason for the change in total assets turnover in (i) above.
19-Q5b)	(i) reasons not to borrow further from banks (ii) long-term financing / disadvantages
17-Q5	(a) List three types of methods that Marco could use to finance a five-year expansion plan (long term use of money). Give one disadvantage of each of them. (6 marks)
15-Q8	(b) Explain the criteria that the retail chain could use to evaluate whether to use debt or equity financing (12 marks)
14-Q6	(d) From the perspective of working capital management , suggest two ways in which Grassland can improve its cash flows.(4 marks)

14-Q7	(c) What are the problems if Petal Airways finances the purchase of planes for the budget airline with a short-term loan ? Describe two of them. (4 marks)
13-Q7	(d) List three sources of capital for raising \$100 million to finance the setting up of the organic food restaurants. (3 marks)
12-Q7	Suggest three sources of funds for the above takeover (which involves a substantial amount of money). Give a reason for each of your suggestions