

South Tuen Mun Government Secondary School

BAFS\_Management \_DSE

2012-2 Mr Ho is a toy manufacturer. Recently, he has received a number of complaints from his customers about paint peeling off from his toys. A management consultant tells Mr Ho that having good operations management can reduce the number of defective items.

In what ways could operations management help Mr Ho to reduce the number of defective items? Give two ways. (4 marks)

2012-4 After discussion, the board of directors of a company resolves to freeze the salaries of its staff for one year starting from 1 July 2012. Mr Kan, the Human Resources Manager, was assigned to deliver the message to the staff of the company. He drafted the following email:

From Kan  
To: All Staff  
Subject: Salary

Dear all,

As you know, the global economy is deteriorating and many people around the world have lost their jobs. You, especially those with poor qualifications and poor working attitudes, should be glad that you haven't been fired by the company. As the company is already being kind in not laying you off, please don't talk about the salary issue in the future as this has been discussed and finalized.

Kan

List two principles of effective communication and give an example of each from the above email to explain why the message is not effectively communicate in this case. (4 marks)

2013-4 Information management can support the human resources department of a company in different ways. List three of them. (3 marks)

2013-6 Explain three ways in which division of work could enhance the efficiency of a manufacturing company. (6 marks)

2013-7 In the sales department of a firm, the manager and the sales representatives discussed and agreed on the sales target for a quarter. Throughout the quarter, the manager met the sales representatives regularly to discuss problems encountered and gave appropriate support. At the end of the quarter, the manager reviewed the performance of the sales representatives and gave them rewards and feedback.

- (a) name the principle of effective management applied in the above sales department. (1 mark)
- (b) From the sales department's point of view, explain two advantages of applying the principle of effective management named in (1). (4 marks)

2014-2 Superfast Company provides software and system development services and has about 100 employees Daniel, the owner and general manager of the firm, is a computer specialist and has involved himself heavily in the software and system development work. A business consultant advised him that as the general manager of the company, he should be aware of the relative importance of technical, conceptual and interpersonal skills. Also, the company should set up a marketing department to help reduce his workload.

- (a) Which of the three types of management skills mentioned above is the most important for Daniel as the general manager of Superfast Company? Explain why. (3 marks)
- (b) State two functions of a marketing department in Superfast Company. (2 marks)

**2012 Q2 Operations management can help reduce the number of defective items in the following ways:**

- To review or even redesign the production process so as to minimise the number of defective items
- To enhance the product quality control such as increased standard or inspection

**2012 Q4 The reasons why the email is not an effectively communicated message:**

**Courtesy:** The tone is offensive with negative description of staff's qualification and working attitudes.

**Completeness:** It does not mention the duration for the freeze on salaries and the effective date.

**Concreteness:** The purpose of the email, i.e. to inform the staff of the freeze on salaries, is not clearly stated.

**2013 Q4 The ways the information management can support HR department:**

- To provide wage and payroll statistics for determination of wage level
- To set up a database to store personnel data
- To take attendance
- To facilitate staff placement

**2013 Q6 Ways division of work can enhance the efficiency of a manufacturing company:**

- Time can be saved for workers to shift work station.
- It facilitates supervision as workers concentrate on specialized tasks.
- Practice makes perfect as workers are more skilful on specialized tasks that will lead to fewer mistakes.

**2013 Q7**

(a) Management by objective

(b) Advantages of MBO:

- Subordinates will have a better understanding of the objectives.
- Subordinates will be motivated and more committed to the objectives.
- It facilitates the communication between managers and subordinates.

**2014 Q2**

(a) **Conceptual skill** is the most important for Daniel (1 mark).

It is because he is the top management in the company. He needs conceptual skill to solve complicated situations and formulate non-routine strategies (2 marks).

**(b) Functions of a marketing department:**

- To seek market opportunities
- To select target market

(1 mark for each relevant function,