

TRƯỜNG ĐẠI HỌC VĂN LANG  
ĐƠN VỊ: KHOA QUẢN TRỊ KINH DOANH

**ĐỀ THI VÀ ĐÁP ÁN**  
**THI KẾT THÚC HỌC PHẦN**  
**Học kỳ 1, năm học 2024-2025**

**I. Thông tin chung**

Tên học phần:	Quản trị học		
Mã học phần:	72MANA20013	Số tin chỉ:	03
Mã nhóm lớp học phần:	241_72MANA20013		
Hình thức thi: <b>Trắc nghiệm kết hợp Tự luận</b>	Thời gian làm bài:	<b>90</b>	phút
<i>Thí sinh được tham khảo tài liệu:</i>	<input type="checkbox"/> Có	<input checked="" type="checkbox"/> Không	

**1. Format đề thi**

- Font: Times New Roman
- Size: 13
- Tên các phương án lựa chọn: **in hoa, in đậm**
- Không sử dụng nhảy chữ/số tự động (numbering)
- Mặc định phương án đúng luôn luôn là Phương án A ghi ANSWER: A
- Tổng số câu hỏi thi:
- Quy ước đặt tên file đề thi:
  - + **Mã học phần**\_Tên học phần\_Mã nhóm học phần\_TNTL\_De 1
  - + **Mã học phần**\_Tên học phần\_Mã nhóm học phần\_TNTL\_De 1\_Mã đề (*Nếu sử dụng nhiều mã đề cho 1 lần thi*).

**2. Giao nhận đề thi**

Sau khi kiểm duyệt đề thi, đáp án/rubric. **Trưởng Khoa/Bộ môn** gửi đề thi, đáp án/rubric về Trung tâm Khảo thí qua email: [khaothivanlang@gmail.com](mailto:khaothivanlang@gmail.com) bao gồm file word và file pdf (*nén lại và đặt mật khẩu file nén*) và nhắn tin + họ tên người gửi qua số điện thoại **0918.01.03.09** (Phan Nhất Linh).

- Khuyến khích Giảng viên biên soạn và nộp đề thi, đáp án bằng **File Hot Potatoes**. Trung tâm Khảo thí gửi kèm File cài đặt và File hướng dẫn sử dụng để hỗ trợ Quý Thầy Cô.

## II. Các yêu cầu của đề thi nhằm đáp ứng CLO

(Phần này phải phối hợp với thông tin từ đề cương chi tiết của học phần)

Ký hiệu CLO	Nội dung CLO	Hình thức đánh giá	Trọng số CLO trong thành phần đánh giá (%)	Câu hỏi thi số	Điểm số tối đa	Lấy dữ liệu đo lường mức đạt PLO/PI
(1)	(2)	(3)	(4)	(5)	(6)	(7)
CLO1	Explain the fundamental management concepts and functions (planning, organizing, leading, controlling) and how the managers help organizations react to external environmental changes.	Trắc nghiệm	60%	Câu: 1-40	6.0	PI...
CLO2	Applying management knowledge and principles to identify and solve business problems through applied questions and case studies in the course.	Tự luận	10%	Câu 1	1.0	PI...
		Tự luận	30%	Câu 2	3.0	

### Chú thích các cột:

(1) Chỉ liệt kê các CLO được đánh giá bởi đề thi kết thúc học phần (tương ứng như đã mô tả trong đề cương chi tiết học phần). Lưu ý không đưa vào bảng này các CLO không dùng bài thi kết thúc học phần để đánh giá (có một số CLO được bố trí đánh giá bằng bài kiểm tra giữa kỳ, đánh giá qua dự án, đồ án trong quá trình học hay các hình thức đánh giá quá trình khác chứ không bố trí đánh giá bằng bài thi kết thúc học phần). Trường hợp một số CLO vừa được bố trí đánh giá quá trình hay giữa kỳ vừa được bố trí đánh giá kết thúc học phần thì vẫn đưa vào cột (1)

(2) Nội dung của CLO tương ứng.

(3) Hình thức kiểm tra đánh giá có thể là: trắc nghiệm, tự luận, dự án, đồ án, vấn đáp, thực hành trên máy tính, thực hành phòng thí nghiệm, báo cáo, thuyết trình,..., phù hợp với nội dung của CLO và mô tả trong đề cương chi tiết học phần.

(4) Trọng số mức độ quan trọng của từng CLO trong đề thi kết thúc học phần do giảng viên ra đề thi quy định (mang tính tương đối) trên cơ sở mức độ quan trọng của từng CLO. Đây là cơ sở để phân phối tỷ lệ % số điểm tối đa cho các câu hỏi dùng để đánh giá các CLO tương ứng, bảo đảm CLO quan trọng hơn thì được đánh giá với điểm số tối đa lớn hơn. Cột (4) dùng để hỗ trợ cho cột (6).

(5) Liệt kê các câu hỏi thi số (câu hỏi số ... hoặc từ câu hỏi số... đến câu hỏi số...) dùng để kiểm tra người học đạt các CLO tương ứng.

(6) Ghi điểm số tối đa cho mỗi câu hỏi hoặc phần thi.

(7) Trong trường hợp đây là học phần cốt lõi - sử dụng kết quả đánh giá CLO của hàng tương ứng trong bảng để đo lường đánh giá mức độ người học đạt được PLO/PI - cần liệt kê ký hiệu PLO/PI có liên quan vào hàng tương ứng. Trong đề cương chi tiết học phần cũng cần mô tả rõ CLO tương ứng của học phần này sẽ được sử dụng làm dữ liệu để đo lường đánh giá các PLO/PI. Trường hợp học phần không có CLO nào phục vụ việc đo lường đánh giá mức đạt PLO/PI thì để trống cột này.

### III. Nội dung câu hỏi thi

#### **PHẦN TRẮC NGHIỆM (40 câu hỏi + 0.15 điểm/câu)**

1. \_\_\_\_\_ refers to how standardized an organization's jobs are and the extent to which rules and procedures guide employee behavior.

- A. Formalization
- B. Specialization
- C. Centralization
- D. Decentralization

ANSWER: A

2. A(n) \_\_\_\_\_ organization is highly adaptive, loose, and flexible.

- A. organic
- B. centralized
- C. customer-oriented
- D. mechanistic

ANSWER: A

3. The line of authority that extends from upper organizational levels to lower levels, clarifying who reports to whom, is known as the \_\_\_\_\_.

- A. chain of command
- B. employee power distance
- C. unity of command
- D. span of control

ANSWER: A

4. Paul, the HR manager, works in the Townsville plant and reports to the plant manager there, but he also reports to the corporate HR director in Cityburg. This reporting structure violates the principle of \_\_\_\_\_.

- A. unity of command
- B. chain of command
- C. unity of purpose
- D. division of authority

ANSWER: A

5. What are the traditional structures that organizations can have?

- A. Simple, functional, and divisional structures.
- B. Functional, strategic, and business unit structures.
- C. Simple, functional, and business unit structures.
- D. Simple, functional, and corporate structures.

ANSWER: A

6. Robert runs a small engineering firm that serves clients worldwide. He has a tiny permanent staff (3 employees) but hires independent freelancers as needed to handle projects. In this way, his team can quickly grow to 50 or more engineers depending on the workload. Robert operates a \_\_\_\_\_.

- A. virtual organization
- B. boundaryless organization
- C. network organization
- D. freelance agency

ANSWER: A

7. The final three activities of the human resource management process ensure \_\_\_\_\_.

- A. that the organization retains competent and high-performing employees
- B. that the organization selects and trains competent employees
- C. the best compensation packages for the new hires
- D. that employees are continuously provided with up-to-date knowledge and skills

ANSWER: A

8. Samantha, a human resources manager, wants to inform applicants about the minimum qualifications they should possess to successfully perform the jobs they have applied for. What should she do?

- A. She should create a job specification.
- B. She should create a job description.
- C. She should perform a job analysis.
- D. She should perform a job satisfaction survey.

ANSWER: A

9. Joan needs to eliminate some employees for a short while. She and her managers identify those employees who are not meeting performance expectations and explain that this termination is temporary but they are encouraged to seek other positions elsewhere. How is Jane trying to reduce the size of the workforce here?

- A. Layoffs
- B. Firing
- C. Reduced workweeks
- D. Early retirements

ANSWER: A

10. In which one of the following traditional training methods are employees made to work at different jobs in a particular area to get exposure to a variety of tasks?

- A. Training by job rotation
- B. On-the-job training
- C. Mentoring
- D. Coaching

ANSWER: A

11. When Beverly supervises the math test to accounting clerk candidates, the average score is 65%. But when Carol supervises the same test, the score average is 83%. What does this indicate about the test?

- A. The test is unreliable.
- B. The test is valid.
- C. The test is poorly constructed.
- D. The test is reliable

ANSWER: A

12. \_\_\_\_\_ is the process of introducing a new employee to his/her job and the organization.

- A. Orientation
- B. Selection
- C. Staffing
- D. Communicating

ANSWER: A

13. The first group meeting is in progress. The five attendees are exchanging contact information and getting acquainted. This group is in the \_\_\_\_\_ stage.

- A. forming
- B. norming
- C. storming
- D. performing

ANSWER: A

14. For a new project, Eldon forms a team of individuals from various functional departments. After a few days, Eldon observes conflicts within the group over who will control it and what the group needs to be doing. This team is now in the \_\_\_\_\_ stage of group development.

- A. storming
- B. forming
- C. performing
- D. norming

ANSWER: A

15. This group should have worked well together. Each of them had at least five years seniority and had scored well on past performance evaluations. They all knew what needed to be done, but it seemed they were always in disagreement about something. This group probably lacked \_\_\_\_\_.

- A. conflict resolution skills
- B. independence
- C. communication skills
- D. sociability

ANSWER: A

16. In comparison to large groups, small groups \_\_\_\_\_.

- A.** are faster at completing tasks
- B.** have shorter group tenure
- C.** have longer norming processes
- D.** are better at obtaining diverse input

ANSWER: A

17. Individuals have the tendency to expend less effort when working collectively than when working individually. Which one of the following concepts relates most closely to this behavior?

- A.** Social loafing
- B.** Role conflict
- C.** Role ambiguity
- D.** Nonconformity

ANSWER: A

18. \_\_\_\_\_ are teams from the same department or functional area involved in efforts to improve work activities, though they are rarely given the authority to implement any of their suggested actions.

- A.** Problem-solving teams
- B.** Self-managed teams
- C.** Virtual teams
- D.** Cross-functional teams

ANSWER: A

19. Celine feels that the form of marketing their company is using isn't working anymore. Merle disagrees vehemently. Those in the company who view the conflict over the marketing strategy as bad and harmful have a(n) \_\_\_\_\_ view of conflict.

- A.** traditional
- B.** relational
- C.** human relations
- D.** interactionist

ANSWER: A

20. The final link in the communication process is \_\_\_\_\_.

- A.** feedback
- B.** channel selection
- C.** decoding
- D.** encoding

ANSWER: A

21. Noise can occur \_\_\_\_\_.

- A.** in all forms of communication
- B.** only in nonverbal communication
- C.** only in written communication
- D.** only in verbal communication

ANSWER: A

22. When a person tells his or her manager what the manager wants to hear, which one of the following barriers to effective interpersonal communication is the person using?

- A. Filtering
- B. Selective perception
- C. Framing
- D. Defensiveness

ANSWER: A

23. When a manager asks an employee to complete a task, (s)he is using \_\_\_\_\_ communication.

- A. formal
- B. upward
- C. lateral
- D. informal

ANSWER: A

24. Jon is the manager of the Finance department. He has to inform the employees in the department about the introduction of a new analytical software and the resultant changes in procedures. Which one of the following types of communication does he use?

- A. Downward
- B. Upward
- C. Lateral
- D. Diagonal

ANSWER: A

25. Because rumors that flow along the grapevine can never be eliminated entirely, managers can minimize the negative consequences of rumors by \_\_\_\_\_.

- A. communicating openly and honestly with employees
- B. ignoring them completely
- C. encouraging an all-channel communication network
- D. using filtering wherever possible

ANSWER: A

26. From the firm's perspective, one of the drawbacks to social media is \_\_\_\_\_.

- A. it can consume employee time and undermine productivity
- B. it is an ineffective means of communication
- C. that most older employees do not like social media
- D. that most employees do not use social media at work

ANSWER: A

27. Early research on leadership traits \_\_\_\_\_.

- A. focused on characteristics that might differentiate leaders from nonleaders
- B. sought to prove that charisma was an essential trait of leadership
- C. focused on behavioral traits rather than physical traits of a leader
- D. found consistent and unique traits that would apply to all effective leaders

ANSWER: A

28. Bernard expects his employees to "check their brains at the door." He does all the thinking, makes all the decisions, and issues commands to his subordinates. Bernard uses the \_\_\_\_\_ style of leadership.

- A. autocratic
- B. authoritarian
- C. democratic
- D. laissez-faire

ANSWER: A

29. Fiedler assumed a person's leadership style was \_\_\_\_\_.

- A. fixed
- B. democratic
- C. relatively flexible
- D. contingent upon the situation

ANSWER: A

30. Chuck manages the front-end crew at a fast food restaurant. For most of his crew, this is their first job so they have very few job skills but also seem reluctant to perform. In this situation, Chuck should use the \_\_\_\_\_ style.

- A. telling
- B. selling
- C. participating
- D. delegating

ANSWER: A

31. Adrienne receives more attention and information from her supervisor than some of her coworkers. Because she feels "special," she puts more effort into her performance and scores higher on her evaluations. According to LMX theory, Adrienne is a \_\_\_\_\_.

- A. member of the in-group
- B. naturally high achiever
- C. protégé of her supervisor
- D. task-oriented employee

ANSWER: A

32. Tamera is the person employees go to when they need help with difficult work problems, as with software applications. Tamera holds \_\_\_\_\_ power.

- A. expert
- B. reward
- C. coercive
- D. legitimate

ANSWER: A



33. Shaun is the manager of a warehouse operated by a department store. He is trusted by his subordinates because he shares information freely, is reliable, and shows extremely good judgment while handling any type of crisis. Shaun is also known to be very protective of his staff. Which dimensions of trust is he exhibiting?

- A. Consistency, loyalty, and openness
- B. Competence and openness
- C. Integrity and loyalty
- D. Loyalty, consistency, and competence

ANSWER: A

34. Which one of the following sources of information for measuring performance is time consuming, obtrusive, and subject to personal biases?

- A. Personal observations
- B. Oral reports
- C. Statistical reports
- D. Written reports

ANSWER: A

35. The comparing step in the control process determines \_\_\_\_\_.

- A. the variation between actual performance and the standard
- B. the variation between actual performance and an external benchmark from a noncompetitor
- C. a company's relative position in the industry in terms of performance variances
- D. a company's relative position in the industry in terms of the standards used

ANSWER: A

36. Mark recommends that the managers at Statco should identify how and why performance has deviated beyond the acceptable range of variation, and then correct the source of the deviation. Here, Mark is recommending \_\_\_\_\_.

- A. basic corrective action
- B. concurrent control
- C. immediate corrective action
- D. feedforward control

ANSWER: A

37. Managers could choose to do nothing when \_\_\_\_\_.

- A. the difference between actual performance and standard performance is low and acceptable
- B. an employee fails to attain the standard because of internal problems
- C. performance standards are acceptable, though the employees have not attained it
- D. the variance observed from the expected performance is caused due to unrealistic standards

ANSWER: A

38. Charles wants to prevent problems before their occurrence. Which one of the following is the most desirable type of control to achieve this goal?

- A. Feedforward control
- B. Feedback control
- C. Preventive control
- D. Proactive control

ANSWER: A

39. At Contours, Inc., quality auditors pull one part from the production line every 15 minutes. These parts are measured against the production print; any variation that is beyond acceptable levels is reported to the machine operators. Contours, Inc. is using \_\_\_\_\_ control.

- A. concurrent
- B. feedforward
- C. feedback
- D. concentric

ANSWER: A

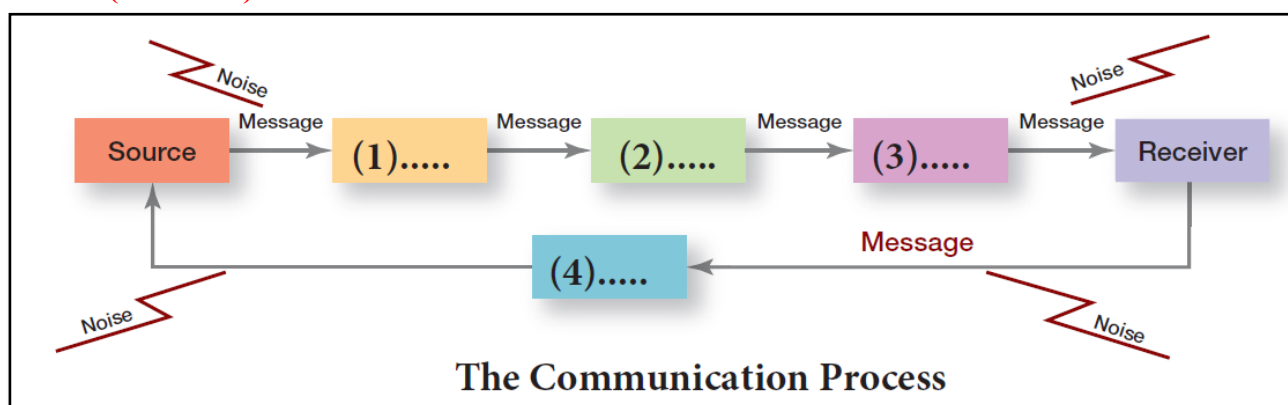
40. Which one of the following best fits the definition of *organizational performance* which managers should control?

- A. Mr. B's Pizzeria sold an average of 18 pizzas per hour on Saturday night.
- B. The customer ordered the Victorian Rose interior décor.
- C. Colin arrived 15 minutes early for his shift.
- D. The shipment of parts arrived two days late.

ANSWER: A

### PHẦN TỰ LUẬN (02 câu hỏi; 4.0 điểm)

#### Câu 1: (2.0 điểm)



a. Fill in the blanks in the communication process (0.5)

b. Read the case and answer the question below:

Adam, a department manager, needed to announce a change in office hours from flexible schedules to strict nine-to-five days. While on a business trip, he held an online meeting on Friday afternoon to explain the change. However, the meeting faced several issues: poor internet connection disrupted Adam's message, team members argued and asked multiple questions, and emotional reactions, like frustration and resistance, caused distractions. Adam also provided little context about the change, which led to confusion. The next day, Adam realized that most team members were still unclear about the new policy due to the confusion during the meeting.

\*nine-to-five days: working day from 9:00 am to 5:00 pm

\*frustration (n): sự thất vọng

\*resistance (n): sự phản đối, chống cự

\*distraction (n): sự xao lãng

**Question: What types of communication noise affected Adam's meeting, and how did they impact the communication process? (1.5)**

**Câu 2: (2.0 điểm)**

Read the case below and answer the following questions:

**Case: Challenges in Launching "Holiday Fizz"**

Ember & Ice company decided to launch a new drink, "**Holiday Fizz**," for the Christmas season. The project was assigned to the Research and Development (R&D) department, with a team led by the R&D manager and three other members. The team worked carefully, testing various recipes to create a festive drink with a good taste. However, they faced significant challenges.

First, despite achieving a tasty formula, they struggled to design a visually appealing, festive package aligned with the Christmas theme. Additionally, they encountered difficulties in developing a product launch strategy and addressing financial issues such as production costs and profit margins. These challenges caused delays in finalizing the product.

Second, the team leader was too busy with other work to guide the team regularly, leaving them without strong leadership. Team members also had trouble balancing their usual tasks with the extra work for the project. To make things worse, the company gave them limited financial and human support, so the team had to cover many project costs by themselves. These factors hindered the team's progress and made it challenging to achieve the project goals efficiently.

\* recipe (n): công thức

- a. Some common types of working teams include problem-solving teams, self-managed work teams, and cross-functional teams. What type of team does the R&D team represent? Explain why?
- b. How can Ember & Ice make this team more effective with higher performance?

### ĐÁP ÁN PHẦN TỰ LUẬN VÀ THANG ĐIỂM

Phần câu hỏi	Nội dung đáp án	Thang điểm	Ghi chú
<b>I. Trắc nghiệm</b>		<b>6.0</b>	
Câu 1 – 40	A	0.15 x 40	
<b>II. Tự luận</b>		<b>4.0</b>	
<b>Câu 1</b>		<b>1</b>	
<b>Phần a</b>	(1): Encode (2): Channel (3): Decode (4): Feedback	0.5	
<b>Phần b</b>	The meeting was disrupted by: 1. <b>Technical Noise</b> : Poor internet connection made Adam's message unclear. 2. <b>Psychological Noise</b> : Emotional reactions like frustration distracted participants. 3. <b>Semantic Noise</b> : Insufficient context created confusion and misunderstandings. These issues prevented effective communication, leaving the team uncertain about the new office hours policy.	1.5	
<b>Câu 2</b>		<b>2</b>	
<b>Phần a</b>	The R&D team represents a <b>functional team</b> (0.5) because all members belong to the same department and work together to achieve a specific project goal. (0.5)	1	
<b>Phần b</b>	The answer will vary but should cover some of the following: <ul style="list-style-type: none"> <li>• <b>Clear Goals</b>: Clearly define the team's goals, including specific objectives, deadlines, and performance metrics. Ensure that all team members understand and align with these goals.</li> <li>• <b>Relevant Skills</b>: Assess the team's skills and knowledge gaps. Provide necessary training or resources to develop the required skills.</li> <li>• <b>Mutual Trust</b>: Foster open communication and trust among team</li> </ul>	1	

	<p>members. Encourage collaboration and support.</p> <ul style="list-style-type: none"> <li>• <b>Unified Commitment:</b> Align the team's individual goals with the overall project objectives. Motivate team members and celebrate their contributions.</li> <li>• <b>Appropriate Leadership:</b> Provide strong and consistent leadership. Empower team members and delegate responsibilities.</li> <li>• <b>Good Communication:</b> Establish clear communication channels. Encourage open and honest communication.</li> <li>• <b>Internal Support:</b> Foster a positive and supportive team culture. Provide opportunities for team building and social interaction.</li> <li>• <b>External Support:</b> Advocate for adequate resources and support from the company. Build strong relationships with stakeholders to secure external assistance</li> </ul>		
	<b>Điểm tổng</b>	<b>10.0</b>	

TP. Hồ Chí Minh, ngày 01 tháng 12 năm 2024

Người duyệt đề

Giảng viên ra đề



TS. Nguyễn Quỳnh Mai

Hứa Thị Ngọc Quyên