

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: Trắc nghiệm kết hợp Tự luận	Thời gian làm bài:	90	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 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

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	20%	Câu 1	2.0	PI...
		Tự luận	20%	Câu 2	2.0	

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 thi 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. In highly _____ organizations, there are explicit job descriptions, numerous organizational rules, and clearly defined procedures covering work processes.

- A. formalized
- B. decentralized
- C. departmentalized
- D. specialized

ANSWER: A

2. A(n) _____ organization is highly specialized and rigidly departmentalized.

- A. mechanistic
- B. learning
- C. complex
- D. organic

ANSWER: A

3. _____ refers to the rights inherent in a managerial position to tell people what to do and to expect them to do it.

- A. Authority
- B. Bureaucracy
- C. Liability
- D. Responsibility

ANSWER: A

4. Willard has been assigned to a project development team in addition to his regular duties as a quality engineer. During this assignment, he will report to both the project manager and his quality department manager. This situation _____.

- A. violates unity of command
- B. violates span of control
- C. violates chain of command
- D. violates the acceptance theory of authority

ANSWER: A

5. Joan Woodward divided firms into three distinct technologies that had increasing levels of complexity and sophistication: unit production, mass production, and _____.

- A. process production
- B. product production
- C. repetitive flow production
- D. continuous production

ANSWER: A

6. At the Saturn plant in Smyrna, Tennessee, groups of employees used decided how their work would be done, by whom, and with what resources. These groups were given authority to decide who became members and to release any member who did not meet performance standards. Saturn had instituted a(n) _____ structure.

- A. team**
- B. virtual**
- C. boundaryless**
- D. project**

ANSWER: A

7. Which of the following steps in the human resource management process identifies and selects competent employees?

- A. Human resource planning and recruitment**
- B. Orientation and training**
- C. Compensation and benefits**
- D. Planning and performance management**

ANSWER: A

8. A _____ states the minimum qualifications that a person must possess to successfully perform a given job.

- A. job specification**
- B. job description**
- C. job preview**
- D. job analysis**

ANSWER: A

9. Gareth is in charge of recruiting at Eowin Systems, and is expected to enhance the diversity of the workforce. Which of the following recruiting sources should Gareth avoid if he is to achieve the stated aim of a more diverse workforce?

- A. Employee referrals**
- B. College recruiting**
- C. Company Web site**
- D. Professional recruiting organizations**

ANSWER: A

10. In which one of the following traditional training methods do employees work with an experienced worker who provides information, support, and encouragement?

- A. Mentoring and coaching**
- B. Job rotation**
- C. Experiential exercises**
- D. On-the-job training**

ANSWER: A

11. All candidates for entry level engineering positions are given the mechanical aptitude test. Those who scored well and were hired later earned high scores on their performance evaluations. Those who scored less well and were hired earned lower scores on performance evaluations. This indicates that the test is _____.

- A. valid**
- B. invalid**
- C. reliable**
- D. unreliable**

ANSWER: A

12. _____ is an Internet-based learning where employees participate in multimedia simulations or other interactive modules.

- A. E-learning
- B. Podcasts
- C. Mobile learning
- D. Videoconferencing

ANSWER: A

13. The _____ stage in the group development process is complete when members begin to think of themselves as part of a group.

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

ANSWER: A

14. Group A has been meeting for one month and is having some difficulty appointing its leader. At least three individuals are qualified to keep the group's focus on its objectives, but the group has yet to decide which person will lead. Group A is at the _____ stage.

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

ANSWER: A

15. The reluctance of George's group mates to voice their opposition to several issues in order to maintain group harmony is an example of _____.

- A. groupthink
- B. groupshift
- C. groupshift
- D. social loafing

ANSWER: A

16. Large groups consistently get better results than smaller ones when the group is involved in ____.

- A. problem solving
- B. routine tasks
- C. getting things done
- D. long-term projects

ANSWER: A

17. Which one of the following suggestions will help reduce the effect of social loafing in groups?

- A. Clearly identify individual responsibilities and efforts in the group outcome.
- B. Provide group rewards instead of individual rewards.
- C. Increase the overall size of the group.
- D. Form homogeneous groups to increase group cohesiveness.

ANSWER: A

18. Strato Engineering, a technology product company, formed a team to develop the next generation of the company's model CVF-D. The team is composed of employees from various functional areas. This is a _____ team.

- A. cross-functional
- B. virtual
- C. self-managed
- D. problem-solving

ANSWER: A

19. Daniela and Navaro disagree on the best way to promote a new product. Those in the company who view the conflict over the promotion strategy as natural and inevitable have a(n) _____ view of conflict.

- A. human relations
- B. reactionist
- C. traditional
- D. interactionist

ANSWER: A

20. The process through which the receiver translates the symbols of a message into a form that (s)he can understand is called _____.

- A. decoding
- B. encoding
- C. reinstating
- D. enciphering

ANSWER: A

21. George has prepared a memorandum explaining the objectives of the work team. Some of the production workers have come to George to ask for clarification about the memorandum. This represents the _____ aspect of the communication process.

- A. feedback
- B. filtering
- C. channeling
- D. noise

ANSWER: A

22. Jargon is _____.

- A. specialized terminology that members of a group use to communicate among themselves
- B. a technique that increases the breadth potential of a communication method
- C. a technique for deliberate manipulation of information to make it appear more favorable to the receiver
- D. the capacity of a communication method to process complex messages

ANSWER: A

23. Organizational communication that is not defined by the organization's structural hierarchy is known as _____ communication.

- A. informal
- B. passive
- C. external

D. controlled
ANSWER: A

24. Which one of the following is an example of lateral communication?
A. Brian talks to his teammate about a change in project specifications.
B. George informs his superior about the progress of the new project.
C. His supervisor penalizes John for not following the company dress code.
D. Paul tells the CEO about the low morale in his department.
ANSWER: A

25. An organization's grapevine works as _____.
A. a filter and a feedback mechanism for managers and employees
B. both a formal and an informal communication method
C. a method for management to control the dissemination of information
D. a method for managers to communicate official policy
ANSWER: A

26. _____ communication keeps managers aware of how employees feel about their jobs, their coworkers, and the organization in general.
A. Upward
B. Vertical
C. Horizontal
D. Downward
ANSWER: A

27. In working with his employees, Carlos involves them in decision making and encourages them to participate in deciding their work methods and goals. Carlos's leadership style can best be described as _____.
A. democratic
B. participative
C. laissez-faire
D. autocratic
ANSWER: A

28. The University of Michigan studies used the two dimensions of _____ and _____ to study behavioral characteristics of leaders.
A. employee oriented; production oriented
B. consideration; initiating structure
C. task; people
D. decision-making; employee development
ANSWER: A

29. Jill has tried hard to build good rapport with her employees and knows each of their families. She encourages her employees to work hard, but to be certain to take time out for themselves and their families. Fiedler's contingency model would classify Jill as _____ oriented

- A. relationship
- B. task
- C. consideration
- D. production

ANSWER: A

30. Don has been on the job only a few days. He still has a lot to learn but pays close attention whenever his job coach gives him tips. The best style for the job coach to use is _____.

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

ANSWER: A

31. _____ leaders have a vision, the ability to articulate that vision and a willingness to take risks to achieve that vision.

- A. Visionary
- B. Charismatic
- C. Trait
- D. Transactional

ANSWER: A

32. Which one of the following is the type of power a person has because of his or her position in the formal organizational hierarchy?

- A. Legitimate power
- B. Coercive power
- C. Reward power
- D. Expert power

ANSWER: A

33. Which of these actions will help you be seen as trustworthy?

- A. Be open and speak your feelings.
- B. Keep your opinions to yourself.
- C. Show concern for everyone
- D. Keep records of all conversations

ANSWER: A

34. Blanca nods as she watches her new employee as he executes the steps in making French fries. Her purpose is to make sure he follows the instructions exactly as given. Blanca is using _____.

- A. personal observation
- B. statistical reports
- C. mentoring
- D. nonverbal feedback

ANSWER: A

35. At the beginning of every shift, Cody records the amount of pizza sauce in inventory. At the end of every shift, he records the number of pizzas made and the amount of pizza sauce left in inventory. Why would he do this?

- A. So he can compare the quantity used with the budgeted amount
- B. So he can determine if employees are taking sauce home.
- C. So he will know how much pizza sauce to order.
- D. So he will know how many customers visited his pizza parlor during his shift.

ANSWER: A

36. If a manager investigates how and why performance has deviated beyond the acceptable range of variation, and then corrects the source of the deviation, she is using _____.

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

ANSWER: A

37. _____ corrects the problem at once to get performance back on track.

- A. Immediate corrective action
- B. Basic corrective action
- C. Verbal feedback
- D. Disciplinary action

ANSWER: A

38. The management control that takes place while a work activity is in progress is known as _____ control.

- A. concurrent
- B. immediate
- C. feedback
- D. consistent

ANSWER: A

39. Donna discovers major flaws in the packaging department. She consults the production manager and formulates control measures to improve packaging. Here, Donna is using the _____ control.

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

ANSWER: A

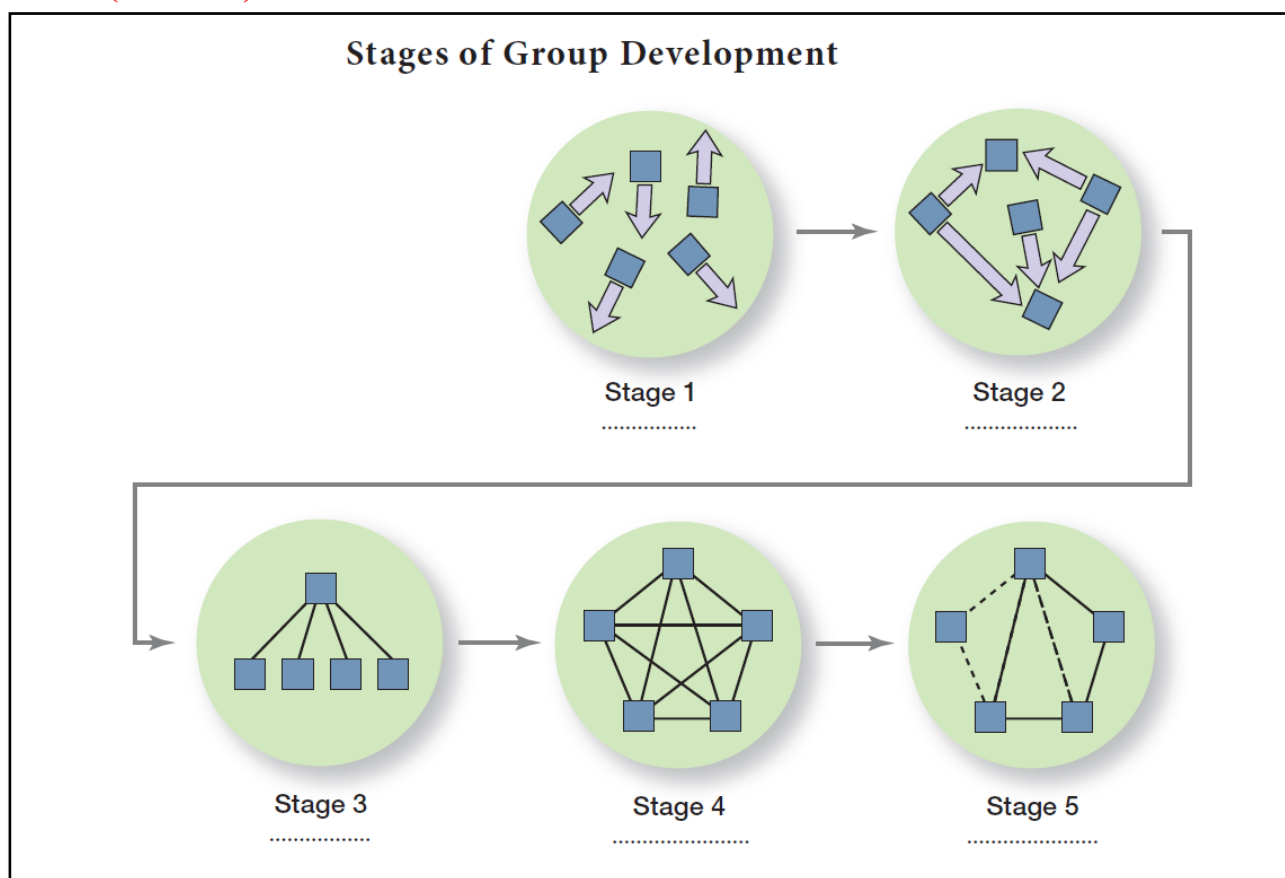
40. Which one of the following refers to the overall output of goods or services produced divided by the inputs needed to generate that output?

- A. Productivity
- B. Effectiveness
- C. Efficiency
- D. Yield

ANSWER: A

PHẦN TỰ LUẬN (02 câu hỏi; 4.0 điểm)

Câu 1: (2.0 điểm)



a. Fill in the blanks with the names of the five stages in the group development process.

b. Read the case below and answer the following question:

The managers of ABC company went on a trip to Silver Falls for their first meeting to plan for the future. Most of them didn't know each other very well, but they had a big job to do: create a new way to evaluate their employees' work.

On the first day, they didn't get much done because everyone was trying to be the leader. Finally, Jim took charge and helped the group get focused.

On the second day, they started working well together. They decided how they would make decisions and share ideas.

On the third and fourth days, they worked really hard and came up with a lot of good ideas. By the end of the fourth day, they had a plan that they all liked. They felt good about their work and signed a document to show that they agreed with the plan. They were a bit sad to leave the group and go back to their regular jobs.

Question: How did the group at ABC company progress through the stages of group development?

Câu 2: (2.0 điểm)

Read the case below and answer the following questions:

Eric Redd, a recent college graduate, started working for a company that makes parts for cars. He noticed that the workers on the assembly line looked bored and not very motivated, which affected how much work they got done. To fix this, the company decided to reorganize things to make employees more productive and engaged.

The company changed the assembly-line jobs so workers could do more tasks themselves instead of doing the same thing all day. The goal was to make the work more interesting and meaningful for them.

Eric's role also changed. Originally hired as an engineer, he was given a new responsibility: to help lead a group of workers in his team. For Eric, this was a big step up, as it meant he was now **accountable** for helping others and making sure they worked well together.

This change in Eric's job shows how the company is trying to grow its employees, both on the assembly line and in leadership roles like Eric's.

* assembly line: dây chuyền lắp ráp

- There are six dimensions in designing an organizational structure. What are they? (0.5)
- Based on the theory of work specialization, explain why giving workers at the assembly line more tasks makes their jobs more interesting and productive. (0.5)
- Eric is now a team leader. Is there any change in his authority and responsibility. Explain why?

ĐÁP ÁN PHẦN TỰ LUẬN VÀ THANG ĐIỂM

Phần câu hỏi	Nội dung đáp án	Thang điểm	Ghi chú
I. Trắc nghiệm		5.0	
Câu 1 – 40	A	0.125 x 40	
II. Tự luận		4.0	
Câu 1		2.0	
Phần a	Five stages of group development Stage 1: forming Stage 2: storming Stage 3: norming Stage 4: performing Stage 5: adjourning	0.5	
Phần b	The group at ABC company progressed through Bruce Tuckman's stages of group development as follows: 1. Forming: On the first day, the group members were still getting to know each other and figuring out their roles. This is typical of the forming stage, where people are polite but unsure of how to proceed.	1.5	

	<p>2. Storming: The group experienced conflict as everyone tried to take charge. This reflects the storming stage, where differences in opinion and competition for leadership arise.</p> <p>3. Norming: By the second day, Jim helped the group establish rules for decision-making and sharing ideas. The group began to collaborate effectively, marking the norming stage.</p> <p>4. Performing: On the third and fourth days, the group worked hard, generated productive ideas, and developed a plan. This demonstrates the performing stage, where the group operates efficiently toward achieving its goal.</p> <p>5. Adjourning: At the end of the meeting, the group finalized their work, expressed satisfaction with their accomplishments, and felt a sense of loss as they prepared to return to their regular jobs. This reflects the adjourning stage, where the group disbands after completing its task.</p> <p>This progression highlights how the group transitioned from initial uncertainty to effective collaboration and ultimately to completing their goal.</p>		
Câu 2		2.0	
Phần a	<p>Six Dimensions in Designing an Organizational Structure</p> <ul style="list-style-type: none"> • Work Specialization • Departmentalization • Chain of Command • Span of Control • Centralization and Decentralization • Formalization 	0.5	
Phần b	<p>Work specialization divides jobs into repetitive tasks, improving efficiency but often causing boredom. Giving assembly-line workers more varied tasks leads to job enrichment, making work more engaging and meaningful. This boosts motivation, productivity, and overall contribution to organizational goals.</p>	0.5	

Phần c	<p>Eric's new role as a team leader brings a change in both authority and responsibility</p> <ul style="list-style-type: none"> • Authority: Eric now has the power to guide and influence the work of his team members. While previously focused only on technical tasks as an engineer, he now has a leadership role that involves making decisions and ensuring team performance. (0.5) • Responsibility: Eric is now accountable for the success of his team. This means he has to manage not only his tasks but also oversee others, resolve issues, and ensure team collaboration. (0.5) 	1.0	
	Điểm tổng	10.0	

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