

Faculdade de Engenharia da Universidade do Porto
MESTRADO INTEGRADO EM ENGENHARIA INDUSTRIAL E GESTÃO

ORGANIZAÇÃO E GESTÃO DA EMPRESA

1st Call EXAM - 15 JANEIRO 2018

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[teste sem consulta / closed books]

Warnings

- In this exam the consultation of any materials is not allowed. The questions can be answered either in pencil or pen (although your name should be written in pen). The use of other sheets (including for personal notes) is not allowed, except for those distributed during the exam.
- Mobile phones are not allowed, nor any other kind of electronic devices. Books and notebooks are not allowed either. Should you bring these objects with you to the examination room, leave them on the floor.
- Wrist watches: Due to the introduction of smart watches, candidates are no longer permitted to wear any kind of wrist watch in an examination venue. Please ensure that your wrist watch is placed in your bag before the start of the examination.
- Withdrawals (desistências): write on the examination sheet “desistência” (withdrawal) and sign your name – give back the full exam, as well as all the other sheets that were distributed to you.
- The score of each part/question is mentioned in the exam paper.
- In questions with multiple answers, you have 5 available choices, of which exactly one is correct, thus, you should only select the one you consider the most complete. The question is considered completely incorrect if more than one answer is selected. In case of wrong answers the score is - 25% of the score of the correct answer; when the question is left in blank, its score is 0.
- At the end of the exam, the students should give back to the teachers all the sheets that were distributed to them, including the exam paper.
- If you finish the exam before the last 15 minutes, you may leave the room; otherwise, you should remain seated until the end of the exam.
- Coats and Bags: You are not permitted to take any coat or bag to your examination desk.
- Calculators are allowed in an exam
- Queries: If you have any queries, raise your hand and an invigilator will approach you.

Good luck!

PART I [duration: 30 min / 30%] *Questions with multiple answers*

- 1) Major approaches to Management encompass the following streams:
 - a) Mechanistic organization of the work, classical theory of organizations and school of human relations.
 - b) Classical, Behavioural and Modern (contemporary)
 - c) Scientific organization of the work, classical theory of organizations and school of public relations.
 - d) Efficient organization of work, organization of the quality of the work and scientific organization of the enterprises.
 - e) Scientific Management, Bureaucratic Management (Fayol) and Administrative Management (Max Weber).

- 2) Which approach to the study of organisational behaviour emphasises the formal structure, hierarchy of management, the technical requirements and the assumption of rational behaviour?
 - a) The contingency approach
 - b) The systems approach
 - c) The humans relations approach
 - d) The classical approach
 - e) None of above

- 3) Managers at all levels of management require different kinds of skills to perform the functions associated with their jobs. Concerning major difference in skill requirements between top-level managers and middle level, we can say that
 - a) Top managers require less interpersonal skills and less conceptual skills than middle managers
 - b) Top managers must generally be more skilled than middle managers in every respect
 - c) Top managers generally require better technical and interpersonal skills than middle managers
 - d) Middle managers generally require higher level of conceptual skills but less technical skills than Top managers
 - e) None of previous.

- 4) Which of the following is not a relationship found in a formal organisation?
 - a) Functional
 - b) Staff
 - c) Personal
 - d) Line
 - e) None of the above

- 5) Which of the following is most closely associated with Henri Fayol?
 - a) Hawthorne Studies.
 - b) Theory X and theory Y
 - c) Time-and-motion and piece-rate-incentive system
 - d) Division of Labour, unit of command, line of authority, centralization, equity, initiative, order, discipline, remuneration of personnel
 - e) None of previous

- 6) Which of the following is not true about span of control?
- a) It is the number of subordinates who report directly to a supervisor.
 - b) High spans of control were found in supervision of large production areas organized in a functional way
 - c) The technical content of jobs has little effect on the required span of control of supervisors.
 - d) Geographical separation of staff influences the span that can be coped with
 - e) the average span of control affects the number of managers
- 7) Which of the following is not true of the functional structure?
- a) Function organization are fairly effective in unstable environment, where they are part of heterogeneous, global market
 - b) There is an inherent ease of control and review in function organizations.
 - c) There is low level of duplication of work and internal competition
 - d) It is slow to adapt to market needs
 - e) It helps develop specialization in the employees.
- 8) Division organizations are structured around a particular product, geographical area or customer group. Which one is an advantage of division organizations?
- a) They help build specialization in the employees
 - b) It discourages internal competition and reduces duplication of work
 - c) Divisions can work as companies within companies and therefore provide advantage of smaller companies to bigger companies.
 - d) It helps in realizing economies of scale
 - e) It reduces internal pricing problems.
- 9) Multiple reporting relationships is a characteristic of which of these structure of organizations
- a) Functional
 - b) Divisional
 - c) Matrix
 - d) All of above
 - e) None of previous
- 10) SmartFlakes makes twelve different flakes cereals and completely dominates this market. Through constant changes in flakes composition and packaging, it is trying to influence the perception of customers that its products are unique. Which of the following generic strategies is SmartFlakes using:
- a) Cost leadership
 - b) Focus
 - c) Globalization
 - d) Niche strategy
 - e) Differentiation
- 11) The formal difference between a joint venture and a strategic alliance is that the latter one is typically a(n):
- a) non-equity alliance
 - b) foreign operation
 - c) equity alliance
 - d) alliance involving two or more organizations
 - e) None of previous

- 12) What are the axes on the Boston Consulting Group (BCG) matrix labelled?
- a) market share and market size
 - b) market price and quantity demanded
 - c) market attractiveness and market share
 - d) historical market growth and current share
 - e) relative market share and market growth rate
- 13) The market for organic fruit is booming as more and more people try to follow a healthier lifestyle. The Green Company is the Portuguese market leader and able to command high prices for its excellent products, especially locally grown strawberries. Where are the strawberries most likely to be placed on the Boston Consulting Group (BCG) matrix?
- a) star
 - b) cash cow
 - c) problem child
 - d) question mark
 - e) dog
- 14) According to the GE McKinsey matrix, the best strategy for a product in a strong competitive position in a highly attractive market would be to do what?
- a) harvest
 - b) divest
 - c) re-position
 - d) invest for growth
 - e) None of previous
- 15) Which of the following would be included in the "controlling function" of management?
- a) measuring results against corporate objectives.
 - b) explaining routines.
 - c) setting standards.
 - d) giving assignments.
 - e) All should be included

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PART 02 [duration: 60 min / 70%]**1. ORGANIZATION AND MANAGEMENT** [20%] - expected duration: 20 min

- a) What are the main steps to take in analysing the organisation's environment? Why is it necessary to do this?
- b) Describe the main phases in the strategy process and describe three generic strategies that organisations can follow. Give examples of three businesses each following one of these strategies.

2. PROJECT MANAGEMENT [25%] - expected duration: 20 min

Briefly describe the different phases of a project life cycle.

When selecting a project idea for implementation, how important is it to perform an adequate "evaluation of alternatives"? When non tangible, qualitative aspects are present (which is almost always the case...), what type of criteria (beyond pure economical profitability) might we take into account, to help us select an idea, monitor a project, and assess its success?

For the project of a Decision Support System [DSS], how can you plan the interactions with the "customers" (when designing, testing and implementing the system)? Why is it important to do this well, in order to guarantee the success of the project?

[to discuss these issues, you can use small examples or the case of your home assignment]

3. HUMAN RESOURCE MANAGEMENT [25%] - expected duration: 20 min

"Human Resource Management (HRM or HR) is designed to maximize employee performance in service of an employer's strategic objectives.

HR is primarily concerned with the management of people within organizations, focusing on policies and on systems.

HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems)." (extract of Wikipedia)

Comment this extract of Wikipedia about the definition of HRM, indicating whether you agree with it or not, and how you would enrich it, referring to the additional elements that you consider appropriate, such as the different subareas of HRM, the elements to consider when designing an HRM policy, good practices, etc.

(Only for those who missed some practical class in 3d part)

Indicate (and explain) a few reasons why the application of performance evaluation processes often fails.