

The CLO Review Material



MN104

Fundamentals of Management

SECTION 1: THE BASIC UNDERSTANDING

Terminology

 **Your Task:** Please explain the following terms or phrases.

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| <ul style="list-style-type: none">▪ Management▪ Controlling Function▪ Contingency Planning▪ Efficiency▪ Conceptual Skills▪ Organizational Structure▪ Effectiveness▪ Technical Skills▪ Human Resource Management▪ Top Managers▪ Human / Interpersonal Skills | <ul style="list-style-type: none">▪ Rational Decision-Making▪ Middle Managers▪ Political Skills▪ Bounded Rationality▪ First-Line Managers▪ Organizational Culture▪ Intuitive Decision-Making▪ Team Leaders▪ External Environment▪ Emotional Intelligence (EI) | <ul style="list-style-type: none">▪ Planning Function▪ SWOT Analysis▪ Workplace Misbehavior▪ Organizing Function▪ Strategic Management▪ Workforce Diversity▪ Leading Function▪ Strategic Plan▪ Career Readiness / Employability |
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THE COURSE LEARNING OUTCOMES**Comprehensive Questions**

☛ **Your Task: Answer all the following question completely.**

1. Functions of Management: Explain the four core functions of management (Planning, Organizing, Leading, Controlling) and how they interrelate during daily business operations.
2. Levels of Management: Differentiate among Top, Middle, and First-line management levels in terms of their core responsibilities, decision scopes, and primary operational focus.
3. Managerial Skills Mix: Describe Katz's three essential management skills (Technical, Human, Conceptual) and explain how the relative importance of each skill changes across management levels.
4. Mintzberg's Managerial Roles: Detail the 10 managerial roles defined by Mintzberg across the Interpersonal, Informational, and Decisional categories.
5. Efficiency vs. Effectiveness: Explain the operational difference between management efficiency ("doing things right") and effectiveness ("doing the right things") with practical examples.
6. Decision-Making Process: Outline and describe all 8 steps of the managerial decision-making process, starting from problem identification to evaluating solution effectiveness.
7. Decision-Making Approaches: Compare and contrast Rational, Bounded Rationality, and Intuitive decision-making approaches used by modern managers.
8. Types of Decisions & Problems: Differentiate between structured problems (requiring programmed decisions) and unstructured problems (requiring non-programmed decisions).
9. Lewin's Change Model: Explain Kurt Lewin's three-step change model (Unfreeze, Change, Refreeze) and discuss how managers can effectively manage resistance to change.
10. Organizational Culture: Explain what constitutes organizational culture and contrast the characteristics and impact of a Strong Culture versus a Weak Culture.
11. Strategic Management Process: List and briefly explain the 6 steps of the strategic management process, highlighting the role of internal and external environmental analysis.
12. Types of Organizational Plans: Compare Strategic, Tactical, and Operational plans in terms of time horizon, scope, and target management level.

13. Goal-Setting Process: Describe the 5 steps of goal setting and explain the key characteristics of well-written, measurable organizational goals.
14. Departmentalization Forms: Explain four common forms of departmentalization (e.g., Functional, Product, Geographic, Customer) and how each impacts organizational coordination.
15. Importance and Process of HRM: Why is Human Resource Management critical to organizational performance? Outline the three main phases of the HRM process (Attracting, Developing, and Retaining talent).

Analytical and Case Study Analyses

1. Managerial Skills & Role Transition Analysis:

When an exceptional operational employee (such as a senior software engineer or top sales agent) is promoted to a First-Line Manager, they often struggle during their transition. Analyze why relying solely on **technical skills** becomes inadequate at managerial levels, and evaluate how the required balance of **conceptual** and **human skills** shifts as a manager advances from First-Line to Top Management.

2. Decision-Making Under Uncertainty & Bounded Rationality:

In high-volatility markets, managers rarely possess complete information to make purely **rational decisions**. Analyze how **bounded rationality** and **heuristics** (mental shortcuts) influence managerial choices. Contrast a situation where relying on **intuitive decision-making** is advantageous versus one where it introduces dangerous cognitive bias.

3. Designing a Strategic Goal-Setting & Planning Framework:

You are hired as a management consultant for a growing regional business that currently operates without formal plans. Develop a practical guide detailing the **6 steps of the strategic management process**. Explain step-by-step how the company should conduct a **SWOT analysis** to formulate actionable operational and strategic goals.

4. Case Study 1: The Misaligned Departmental Overhaul

Scenario: Apex Retail, a major department chain, noticed declining store performance due to changing customer habits. The CEO (Top Manager) instructed regional directors (Middle Managers) to implement a company-wide shift toward e-commerce fulfillment inside physical stores. Store supervisors

(First-Line Managers) resisted, claiming their staff lacked time for online order picking while assisting floor customers.

Questions:

- Identify the management levels involved and analyze where the disconnect in the **planning and organizing functions** occurred.
- Using **Mintzberg's Decisional and Interpersonal Roles**, explain how Middle Managers should have acted to bridge this operational gap.
- Propose two concrete strategies top management can use to overcome employee resistance to this operational change.

5. Case Study 2: The Troubled Product Launch

Scenario: A technology firm rushed a new software application to market to beat a competitor. During development, the product team identified several software bugs (**Structured Problem**), but senior executives overlooked them to meet the market deadline (**Non-Programmed Decision**). Upon release, the app crashed repeatedly, leading to negative customer reviews and brand damage.

Questions:

- Apply the **8-step Decision-Making Process** to evaluate where the company's leadership failed in their decision-making.
- Differentiate between how the structured technical problems and the unstructured strategic launch decision should have been handled.
- Explain how applying the **Controlling Function** post-launch can help the firm restore product quality and market trust.

End of Paper



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The CLO Review Material



HU129

Fundamentals of Leadership

SECTION 1: THE BASIC UNDERSTANDING

Terminology

Your Task: Please explain the following terms or phrases.

Influence Tactics	Credibility	Ethical Leadership
Exemplary Followers	Fundamental Attribution Error	OCEAN Personality Model
Rational Persuasion	Servant Leadership	Empowerment Approach
Emotional Intelligence	Assertive Behavior	Self-Serving Bias
Moral Reasoning	Double Loop Learning	Maslow's Motivation Theory
Transformational Leadership	Situational Leadership	Alienated Followers
Legitimate Power	GAPS Analysis Model	Expert Power
Coercive Power	Reward Power	Referent Power
Organizational Culture	Managerial Incompetence	Derailment Factors
Active Listening	Task Autonomy	Interactive Leadership

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

👉 Your Task: Answer all the following question completely.

Fundamentals Questions

1. Define leadership and distinguish key differences between leadership and management in terms of vision, execution, innovation, and organizational order.
2. Demonstrate the five primary sources/bases of power (Legitimate, Reward, Coercive, Expert, Referent) and explain how each operates within an organizational setting.
3. What distinguishes ethics, morals, and values in the context of leadership, and why are ethical considerations crucial for effective leading?
4. Explain the key components of the OCEAN (Five-Factor) personality model and describe how specific traits influence leadership behavior.
5. Explain the core concept of Maslow's Hierarchy of Needs and discuss how leaders can leverage this framework to enhance employee engagement.
6. What is the fundamental difference between group dynamics and high-performing team dynamics, particularly regarding shared goals and accountability?
7. Explain the A-O-R (Action-Observation-Reflection) model and discuss how double-loop learning improves a leader's decision-making process.
8. Identify three core causes of job dissatisfaction and describe their potential impact on employee turnover and performance.

Comprehensive Questions

9. Analyze the relationship between leadership strategy, employee job satisfaction, and overall work performance. Compare Herzberg's Two-Factor Theory and McClelland's Theory of Needs as tools for motivating sales and marketing teams facing severe competitive pressure.
10. Define strategic leadership and evaluate four major derailment factors that can cause high-potential managers to fail. How can organizational development programs detect and prevent these issues proactively?
11. Examine the concept of managerial incompetence. Identify three primary causes of managerial failure, and explain how competency models and 360-degree feedback can address these vulnerabilities.

12. Contrast transactional and transformational leadership styles. How do transformational leaders inspire cultural change, align follower values, and navigate organizational transition during times of uncertainty?
13. Discuss the Situational Leadership framework and Path-Goal Theory. How must a leader adapt their style (e.g., telling, selling, participating, delegating) based on follower readiness and task complexity?
14. Explain how leaders can establish and sustain a strong, positive organizational culture. What specific techniques and behavioral modeling strategies foster trust, high satisfaction, and long-term performance?
15. Analyze the role of Emotional Intelligence (EI) in conflict management and team effectiveness. How do self-awareness, empathy, and relationship management contribute to resolving intrapersonal and interpersonal team conflicts?

Analytical and Case Study Analyses

Analytical Exercises

Exercise 1: Power and Influence Dynamics Analysis

- Evaluate a situation where a manager relies exclusively on legitimate and coercive power to enforce compliance during an organizational restructuring.
- Analyze how shifting toward expert and referent power, combined with rational persuasion, would alter employee commitment and performance.
- Assess the potential psychological risks (such as resistance or alienated follower behavior) of over-relying on pressure tactics.

Exercise 2: Leadership Derailment and Attribution Errors

- Examine a scenario where a newly promoted executive's unit experiences a rapid drop in performance and a rise in dysfunctional turnover.
- Differentiate between the impact of fundamental attribution error and self-serving bias on the leader's self-assessment versus the team's perception.
- Formulate an analytical framework using the GAPS analysis model to diagnose the leader's development needs and reverse derailment.

Practical Exercises**Exercise 1: Five-Step Problem-Solving & Decision Diagramming**

- Apply a structured five-step problem-solving framework to address a sharp decline in team productivity and rising conflict during a product launch.
- Design an integrated diagnostic diagram combining a root-cause analysis tool (e.g., Fishbone Diagram) with a decision-making tool (e.g., Decision Matrix).
- Outline a step-by-step implementation plan for the selected solution, including performance metrics and feedback channels.

Exercise 2: Team Coaching and Delegation Plan

- Construct a delegation plan for a senior leader needing to offload complex project tasks while building capability in direct reports.
- Develop a structured coaching script using constructive feedback principles to address performance gaps without lowering morale.
- Map the team's current development stage using a team leadership framework (e.g., the Rocket Model) and specify actionable steps to increase cohesion.

Case-Study Based Questions**Case Study 1: Leadership Styles and Organizational Execution**

A technology firm is experiencing major internal friction following a shift in executive leadership. Executive A utilizes an autocratic, high-tempo style focused strictly on speed and direct oversight. Executive B advocates an interactive, democratic approach prioritizing shared decision-making, empowerment, and employee satisfaction.

- Analyze the key advantages and drawbacks of Executive A's autocratic style versus Executive B's democratic style in high-stakes environments.
- How do these contrasting styles influence employee job satisfaction, task autonomy, and organizational culture?
- Recommend a contingency-based leadership strategy that synthesizes elements of both styles to optimize execution without causing burnout.

Case Study 2: Crisis Leadership, Ethics, and Strategic Vision

During a severe market disruption, a multinational organization faces declining revenue, ethical dilemmas around downsizing, and low workforce morale. The executive team must decide whether to implement aggressive short-term cost-cutting measures or pivot toward a long-term strategic vision centered on servant leadership, total defense of human capital, and transparent communication.

- Evaluate how applying servant leadership and strong ethical principles during a crisis affects employee trust and long-term credibility.
- Contrast the short-term performance outcomes of transactional cost-cutting with transformational vision-driven leadership.
- Propose an actionable change management strategy (utilizing the change framework $C = D * M * P > R$) to overcome internal resistance and align the workforce with the strategic vision.

End of Paper



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The CLO Review Material



MK211

Marketing

SECTION 1: THE BASIC UNDERSTANDING

Terminology

Your Task: Please explain the following terms or phrases.

Relationship Marketing	Product Life Cycle	Demographic Segmentation
Marketing Plan	Customer Relationship Management	Mass Communication
Marketing Strategy	Strategic Alliance	Promotional Strategy
Consumer Behavior	Value Proposition	Trade Sales Promotion
Market Positioning	Consumer Buying Decision Process	Loyalty Marketing Program
Competitive Advantage	Distribution Channel	Push vs. Pull Strategy
Market Segment	Sales Revenue	Return on Investment (ROI)
Marketing Research	Marketing Mix (4Ps)	Sales vs. Market Orientation
Niche Market Strategy	SWOT Analysis	Personal Selling
Brand Loyalty	Value-Based Pricing	Sales Promotion

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

☛ **Your Task: Answer all the following question completely.**

1. What is marketing, and what are the primary rationales and benefits for an organization or business professional to study marketing?
2. Explain the core philosophy of the Marketing Concept and contrast the fundamental operational differences between a sales orientation and a market orientation.
3. Define the concept of an exchange in marketing and outline the key conditions required for an exchange to take place between buyers and sellers.
4. Define a product and differentiate clearly among a product item, a product line, and a product mix using relevant organizational examples.
5. What are the four main categories of consumer products, and how does a convenience product differ from shopping, specialty, and unsought products in terms of buyer effort and distribution?
6. Describe the major bases commonly utilized to segment consumer markets, including demographic, geographic, psychographic, and behavioral segmentation.
7. What is the fundamental difference between mass communication and interpersonal communication within integrated marketing communications?
8. Explain the core objectives of a marketing research study and distinguish between primary data and secondary data collection methods.
9. What is a marketing plan, why is developing one critical for long-term organizational survival, and what are the key components typically contained within a comprehensive marketing plan?
10. Detail the five sequential stages of the consumer decision-making process and evaluate the internal and external factors that influence final consumer purchasing choices.
11. Perform a structural analysis of a SWOT analysis framework. How do internal strengths and weaknesses interact with external opportunities and threats to inform strategic planning?
12. Analyze the strategic roles of each component within the Marketing Mix (The 4Ps) Product, Price, Place, Promotion and explain how they must be integrated to build a coherent value proposition.

13. Contrast the operational mechanics, target audiences, and ultimate objectives of a Push Strategy versus a Pull Strategy within promotional channels.
14. Explain the concept and strategic benefits of achieving a Sustainable Competitive Advantage. How do companies leverage product or service differentiation to protect market share?
15. Define Return on Investment (ROI) in the context of marketing campaigns and explain why evaluating ROI is essential when presenting marketing expenditures in executive financial statements.

Analytical and Case Study Analyses

Analytical Exercises

Exercise 1: Strategic Evaluation of Market Orientations in Cambodian Retail

A traditional family-owned wholesale distributor in Phnom Penh is facing shrinking profit margins due to the rapid expansion of modern retail chains and international supermarket franchises. The management team currently operates with a strict sales-oriented mindset—focusing on heavy discounts, high-volume sales quotas, and aggressive direct selling—without gathering market research or evaluating shifting consumer preferences.

- Analyze the operational flaws of the company's current sales orientation in the evolving Cambodian retail landscape.
- Evaluate how transitioning to a true market-oriented strategy would alter their product sourcing, customer service approach, and relationship management.
- Assess the strategic risks and resource demands the firm will face during this transition.

Exercise 2: Promotional Strategy & Channel Power Analysis

A Cambodian fast-moving consumer goods (FMCG) manufacturer producing local beverage products is struggling to secure shelf space in major convenience store networks (such as 7-Eleven and Circle K) across major urban centers. The sales team relies heavily on trade sales promotions and push strategies to incentivize store managers, but retail adoption remains low.

- Analyze why a pure push strategy may fail to achieve adequate retail channel distribution when consumer brand awareness is low.

- Formulate a hybrid promotional strategy combining push tactics (trade allowances, sales incentives) with pull tactics (consumer sampling, digital campaigns, loyalty programs) tailored to urban Cambodian consumers.
- Determine the financial and operational metrics the manufacturer should monitor to evaluate channel strategy effectiveness.

Practical Exercises

Exercise 1: Market Segmentation and Positioning Framework

An emerging local organic agricultural enterprise in Battambang plans to launch a premium line of packaged organic rice and processed healthy snacks targeted at health-conscious urban households in Phnom Penh and Siem Reap.

- Outline a step-by-step procedure to segment the Cambodian consumer food market using demographic, psychographic, and behavioral segmentation bases.
- Select the most viable target market segment and construct a comprehensive Value Proposition statement for the brand.
- Design a integrated Marketing Mix ($\text{\$4}\{\text{Ps}\}$) matrix detailing specific decisions for Product packaging, Value-Based Pricing, Distribution channels, and Promotional tactics.

Exercise 2: Marketing Research & Consumer Decision Diagnostic

A home appliance brand operating in Cambodia is experiencing high website traffic and store visits, but suffers from low conversion rates at the final purchase stage for its energy-efficient washing machines.

- Map out the 5-stage consumer decision-making process for this high-involvement purchase within the Cambodian context.
- Identify the potential bottlenecks occurring between the *Evaluation of Alternatives* stage and the *Purchase Decision* stage.
- Develop a targeted marketing research plan (incorporating both secondary data analysis and primary data collection methods) to pinpoint consumer hesitations and propose concrete promotional remedies (e.g., warranties, point-of-sale displays, financing options).

*Case-Study Based Questions***Case Study 1: SME Market Entry & Niche Strategy in the Cambodian Craft Sector**

Background: A local Small and Medium Enterprise (SME) based in Siem Reap specializes in hand-woven silk textiles and handcrafted home décor. While domestic demand from traditional ceremonies provides baseline revenue, local market competition from cheaper, mass-produced imported textiles is intense. The founder wants to pivot toward a niche marketing strategy targeting upscale eco-tourists, expatriates, and export markets in Southeast Asia.

- Question 1: Evaluate the viability of a Niche Market Strategy for this Cambodian SME compared to competing in the mass market against low-cost imported alternatives.
- Question 2: How can the enterprise utilize story-driven branding and authentic value proposition design to justify premium pricing and foster brand loyalty among international buyers?
- Question 3: Recommend an optimized distribution and promotional channel mix (combining local boutique partnerships, international shipping logistics, and social media marketing) to capture this niche segment efficiently.

Case Study 2: Digital Transformation and Relationship Marketing in Cambodian Financial Services

Background: A mid-sized Cambodian commercial bank is attempting to increase its market share among young urban professionals and micro-SME owners. While major financial institutions dominate through extensive physical branch networks, this bank plans to leverage digital banking applications, localized sales promotions, and Customer Relationship Management (CRM) tools to build long-term brand loyalty without expanding physical infrastructure.

- Question 1: Analyze how the bank can apply Relationship Marketing and Customer Relationship Management (CRM) principles to transition standard transactional account holders into loyal, long-term clients.
- Question 2: Design a promotional campaign incorporating consumer sales promotions (such as cash-backs, referral premiums, and merchant loyalty partnerships with local coffee shops) to drive digital app adoption among Cambodian youth.



- Question 3: Formulate a SWOT analysis for the bank's digital-first strategy, paying specific attention to Cambodia's regulatory environment, cybersecurity concerns, digital literacy, and competition from established mobile payment networks.

End of Paper

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