

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



MN202

Human Resource Management

SECTION 1: THE BASIC UNDERSTANDING

Terminology

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

Strategic & Core Management	Staffing & Selection	Performance & Development
Human resource management	E-Recruiting	Training needs assessment (TNA)
Strategic HRM	Background investigation	Psychological contract
Human capital	Behavioral interview	Job enlargement
Core competency	Person-job fit	Job enrichment
Equal employment opportunity	Dysfunctional turnover	Succession planning
Organizational culture	Controllable turnover	Job rotation
Staffing	Applicant tracking system	Performance appraisal
Job analysis	Fixed Duration Contract (FDC)	Undetermined Duration Contract (UDC)
Compensation	Undetermined Duration Contract (UDC)	Career planning
Employment contract	Competency interview	Chief Learning Officer

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

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

1. What is Human Resource Management (HRM), and why must it evolve from an administrative role to a strategic partner?
2. Identify five primary functions of HRM and give a brief example of each.
3. What is the difference between a task-based job analysis and a competency-based job analysis?
4. What are the four types of employee turnover, and what formula defines individual performance?
5. Compare Fixed Duration Contracts (FDC) and Undetermined Duration Contracts (UDC) under Cambodian Labor Law.
6. What is the difference between on-the-job training (OJT) and off-the-job training?
7. How do Job Characteristics and Employee/People Characteristics differ?
8. Illustrate and explain the systematic HRM process from workforce planning to compensation.
9. Describe the key stages of the Job Analysis process and the common methods used to gather job data.
10. Explain the step-by-step training process and Kirkpatrick's 4 levels of training evaluation.
11. Explain the key drivers of employee retention and how HR can gather feedback to refine retention strategies.
12. Identify three common selection tests, and explain the objectives of background checks, medical exams, and reference checks.
13. What are five common performance evaluation criteria, and what sources can HR use to gather appraisal data?
14. How does Strategic HRM contribute to productivity, customer service quality, and financial performance?
15. What are the primary objectives of performance appraisals, and how can organizations minimize appraisal bias?

Analytical and Case Study Analyses

*Analytical Exercises***Exercise 1: Performance-Training Misalignment Analysis**

- **Scenario:** A logistics company introduced an expensive digital tracking software, but operational errors increased by 20% post-training.
- **Questions:**
 1. What analytical steps should HR take to determine if the issue stems from training design, motivation, or job environment?
 2. How can HR evaluate individual employee capacity versus job complexity?
 3. What root-cause framework should be applied to prevent future training failures?

Exercise 2: Strategic Workforce & Compensation Restructuring

- **Scenario:** A growing firm faces high voluntary turnover in key technical roles due to below-market compensation and lack of clear progression.
- **Questions:**
 1. How should HR utilize external market pay surveys and internal equity analysis to restructure salary ranges?
 2. Analyze the strategic risks of switching from a seniority-based pay model to a competency-based pay model.
 3. How should HR evaluate the trade-offs between Fixed Duration Contracts (FDC) and Undetermined Duration Contracts (UDC) for senior personnel?

*Practical Exercises***Exercise 1: Job Description & Specification Design**

- **Scenario:** Create a complete job outline for an **HR Manager**.
- **Questions:**
 1. Draft a Job Description containing 5–7 core duties and responsibilities.
 2. Draft a Job Specification outlining required educational background, years of experience, technical skills, and core competencies.
 3. Define 3 Key Performance Indicators (KPIs) to measure the success of this role.

Exercise 2: End-to-End Recruitment & Selection System Design

- **Scenario:** A telecommunications company needs to hire 50 customer service reps and 5 senior network engineers within 60 days.
- **Questions:**
 1. Draw a complete hiring process flowchart from workforce planning to onboarding.
 2. Recommend 3 recruitment methods tailored for head-hunting top executive talent in Cambodia.
 3. Select 3 specific selection tests for screening candidates and justify your selection.

*Case-Study Exercises***Case Study 1: Training & Performance Link**

- **Scenario:** A mid-sized manufacturing company invested heavily in technical training for production staff over the past two years. Productivity levels have not improved, and turnover remains high. Exit interviews show employees feel training is "irrelevant" to daily challenges.
- **Questions:**
 1. What possible gaps exist between the training content and actual job requirements?
 2. How should HR revise the training needs assessment (TNA) process?
 3. What performance management adjustments could reinforce the application of training on the job?

Case Study 2: Managing Performance & Cultural Sensitivity (KhmerTech)

- **Scenario:** Sophea, a Senior Software Developer at KhmerTech in Phnom Penh, is the CEO's niece. She has high potential but misses deadlines, produces code needing rework, and disengages in meetings. Her manager, Dara, is hesitant to address this directly due to family connections and the cultural importance of "saving face."
- **Questions:**
 1. What cultural factors make it difficult for Dara to manage Sophea's performance?
 2. How can Dara approach a performance conversation with Sophea in a way that is both direct and culturally sensitive?



3. What specific developmental actions and performance management steps should KhmerTech implement to protect its merit-based culture?

End of Paper



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The CLO Review Material



MN301

Strategic Management

SECTION 1: THE BASIC UNDERSTANDING

Terminology

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

Strategic Leadership	Value Innovation	Format Wars
Competitive Advantage	Functional-Level Strategy	Installed Base
Strategy Formulation	Business-Level Strategy	Global Standardization Strategy
Strategy Implementation	Cost Leadership	Transnational Strategy
Emergent Strategy	Differentiation	Horizontal Integration
Business Model	Market Segmentation	Vertical Integration
SWOT Analysis	Niche Strategy	Strategic Alliances
PESTEL Analysis	Fragmented Industry	Strategic Outsourcing
Five Forces Model	Blue Ocean Strategy	Related Diversification
Distinctive Competencies	Switching Costs	Corporate Governance

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

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

1. Define strategy and explain the fundamental differences between strategy formulation and strategy implementation.
2. Describe the primary components of a SWOT analysis and how managers use it to evaluate an organization.
3. Identify and explain the five forces in Porter's Five Forces model that shape industry competition and profitability.
4. Differentiate between tangible and intangible resources and explain how distinctive competencies create competitive advantage.
5. Explain the concept of value innovation and how it enables a firm to achieve differentiation while reducing costs.
6. Describe the key differences between a global standardization strategy, a localization strategy, and a transnational strategy.
7. Explain the concept of network effects and how an installed base influences tech adoption during format wars.
8. Define corporate governance and explain its primary mechanisms for aligning stakeholder and managerial interests.
9. Demonstrate the complete strategy-making process using the strategic planning model, detailing the roles of vision, mission, values, and long-term goals.
10. Analyze the relationship between resources, capabilities, and distinctive competencies, explaining how they drive efficiency, quality, innovation, and customer responsiveness to build sustainable competitive advantage.
11. Compare low-cost and differentiation strategies at the business level, detailing the risks of each approach and what it means for a company to become "stuck in the middle".
12. Discuss the strategic dynamics across industry environments, contrasting the strategies utilized in fragmented industries with those in embryonic, growth, and declining industries.
13. Analyze the strategic drivers, benefits, and risks behind horizontal integration, vertical integration, and strategic outsourcing.
14. Evaluate the conditions under which a firm should pursue related diversification versus unrelated diversification, and compare entry modes via internal new ventures, acquisitions, and joint ventures.

15. Explain how organizational structure, control systems, and organizational culture must be aligned to effectively implement strategy both within a single industry and across global operations.

Analytical and Case Study Analyses

Analytical Exercises

Analytical Exercise 1: Evaluating Industry Dynamics and Profitability

- Analyze how microenvironmental shifts (political, economic, social, technological) alter competitive forces within a rapidly evolving market.
- Evaluate how switching costs and high exit barriers influence buyer power and rivalrous behavior within consolidated industries.
- Discuss how the experience curve and economies of scale act as barriers to entry against new market entrants.

Analytical Exercise 2: Strategic Trade-Offs and Positioning

- Examine the trade-offs a company faces when balancing cost reduction with product customization.
- Analyze why first-mover advantages in high-technology industries may fail without a strong installed base or complementary assets.
- Assess the structural and cultural friction that occurs when transitioning from a functional organizational structure to a multidivisional structure.

Practical Exercises

Practical Exercise 1: Strategic Planning and Internal Assessment

- Conduct an internal value chain analysis for a retail business to identify primary and support activities that can yield cost savings or differentiation.
- Formulate a strategic plan matrix incorporating vision, mission, and long-term financial/strategic objectives for a growing firm.
- Design a set of functional-level initiatives targeted specifically at improving customer responsiveness and product quality.

Practical Exercise 2: Market Entry and Competitive Execution

- Formulate a market entry strategy for a business expanding internationally, choosing between licensing, franchising, joint ventures, or wholly-owned subsidiaries based on risk and control factors.
- Create a tactical strategy for a firm competing in a high-tech format war to build market momentum using positive feedback loops.
- Outline a step-by-step risk mitigation framework to manage agency problems and ethical issues during major corporate restructuring.

Case-Study Exercises**Case Study 1: Strategic Adaptation in the Cambodian Retail Sector**

An established local retail chain in Cambodia faces increasing competition from international supermarket brands, shifts in consumer purchasing behavior, and rapid e-commerce adoption.

- Conduct a SWOT and Porter's Five Forces analysis tailored to Cambodia's evolving retail environment to identify immediate threat factors and market opportunities.
- Recommend whether the Cambodian retail chain should pursue a cost leadership, differentiation, or focus strategy to sustain its competitive edge against foreign entrants.
- Outline an implementation roadmap for digital integration (online ordering and logistics) that aligns corporate culture, structure, and control systems to support the new strategic direction.

Case Study 2: Digital Transformation and Supply Chain Resilience in Cambodian Logistics

A mid-sized Cambodian logistics operator faced severe operations disruption during supply chain bottlenecks and market volatility. To remain solvent, the company must execute a digital transformation, update its technology infrastructure, and re-evaluate its service portfolio.

- Identify the primary external macro-environmental challenges and internal operational weaknesses that threaten the logistics company's survival.



- Propose strategic alliances, horizontal integration, or outsourcing initiatives that the company can execute to rebuild supply chain efficiency and market reach.
- Evaluate how leadership can mitigate cognitive biases in decision-making and lead cultural change during corporate digital transformation.

End of Paper



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The CLO Review Material



MN323

Negotiation Strategy

SECTION 1: THE BASIC UNDERSTANDING

Terminology

Your Task: Please explain the following terms or phrases.

BATNA (Best Alternative to a Negotiated Agreement)	Bargaining Range	Cost of Terminating
Value Creation	Non-Negotiation	Concession Making
Zero-Sum Situation	Give and Take Process	Mutual Satisfaction
Problem-Solving	Mutual Gains	Bridging Tactic
Screening Activity	Tangible Factor	Intangible Factor
Conflict Management	Accommodating	Resistance Point
Compromising Tactic	Asking Price	Good Cop & Bad Cop Tactic
Distributive Bargaining	Reservation Point	Misrepresentation
Mutual Adjustment	Negotiation Ethics	Psychological Goal
Aggressive Behavior	The Nibble Tactic	Value Characteristics

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

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

1. Define **BATNA**, **WATNA**, **ZOPA**, **Resistance Point**, and **Target Point**. How do these key points establish the bargaining range during pre-negotiation planning?
2. Compare and contrast **Distributive Bargaining** and **Integrative Negotiation**. What are the primary objectives, value orientation (claiming vs. creating), and relational impacts of each?
3. List and explain the five conflict management styles derived from the Dual Concerns Model (Competing, Collaborating, Compromising, Avoiding, Accommodating).
4. Identify the five primary sources of power in negotiation (Legitimate, Reward, Coercive, Expert, and Referent Power) and explain how information power influences leverage.
5. What is the difference between tangible and intangible factors in negotiation? Provide two concrete examples of each.
6. Define the **Dilemma of Honesty** and the **Dilemma of Trust**. Why are these two dilemmas central to every negotiation interaction?
7. Explain the difference between **manageable questions** and **unmanageable questions** in negotiation communication, giving two examples of each type.
8. Outline the three main phases (Pre-negotiation, Formal Negotiation, Agreement) and the underlying seven stages of negotiation. Explain the potential risks of skipping the pre-negotiation phase.
9. Describe four common hardball/tactical maneuvers (e.g., Lowball/Highball, Good Cop/Bad Cop, Bogey, Snow Job, The Nibble). How should a negotiator effectively counter these tactics without escalating conflict?
10. Differentiate among the four ethical frameworks used to evaluate negotiation behaviors: **End-Result Ethics**, **Duty Ethics**, **Social Contract Ethics**, and **Personalistic Ethics**.
11. How do cognitive biases—specifically **Anchoring**, **Escalation of Commitment**, **Framing Effects**, and **Perceptual Projection**—distort decision-making during high-stakes bargaining?
12. What specific strategies can a negotiator employ when bargaining with a counterparty who holds significantly more power or resources?

13. Explain the concept of **Logrolling** and **Expanding the Pie** as integrative tactics. How do they allow negotiators to trade off non-equivalent issues for mutual gain?
14. What key environmental and structural factors make international and cross-cultural negotiations more complex than domestic negotiations?
15. What are the key elements required to build, maintain, and repair trust and relationships in long-term commercial negotiations?

Analytical and Case Study Analyses

Section A: Analytical Questions (3 Questions)

Question 1: Power Asymmetry and Tactical Countermeasures

Analyze how structural power imbalances affect negotiator psychology and tactical choices in a zero-sum setting. When a party operates from a position of low relative power, what structural, coalition-based, or information-driven countermeasures can they deploy to rebalance the negotiation table without resorting to an early walk-away?

Question 2: Ethical Boundaries and Deceptive Tactics

Critically evaluate the boundary between aggressive value-claiming tactics (such as selective disclosure and strategic ambiguity) and unethical misrepresentation. How do different ethical frameworks (Duty Ethics vs. End-Result Ethics) justify these tactics, and what are the quantifiable long-term impacts on reputation, trust, and contract enforcement?

Question 3: Cognitive Distortions and Communication Strategies

Examine how perceptual biases—specifically anchoring, framing, and availability heuristics—lead to negotiation impasses. How can active listening, structured questioning (moving from unmanageable to manageable questions), and reframing be systematically applied to break deadlocks and restore integrative problem-solving?

Section B: Practical & Case-Study Questions (3 Questions)

Question 4: Commercial Logistics Contract Planning

Scenario: A local logistics provider is negotiating a multi-year distribution contract with a major regional retail group. The retail group demands a 15% price reduction, strict delivery penalties, and immediate decision-making. The logistics provider faces rising fuel costs but has higher operational flexibility and superior service reliability.

- **Task A:** Construct a comprehensive Negotiation Agenda Table incorporating Key Issues, Timing, Team Member Involvement (Who should/should not be included), and Tactical Strategies.
- **Task B:** Define the logistics provider's BATNA, Reservation Price, and Proactive Contested Plan if the retail group applies the "One-Time Only Offer" or "Take-It-or-Leave-It" tactic.

Question 5: Cross-Border Procurement Negotiation

Scenario: An agricultural export company from Southeast Asia is negotiating a long-term supply agreement with a European purchasing consortium. The European group focuses heavily on contractual precision, rapid digital communications, and strict timelines. The Southeast Asian leadership emphasizes relationship-building, consensus among internal stakeholders, and indirect communication to preserve harmony.

- **Task A:** Identify the primary cultural and structural friction points (e.g., high vs. low context, time orientation, communication channels) present in this interaction.
- **Task B:** Formulate a strategic negotiation plan for the Southeast Asian management team to handle virtual platform constraints, maintain relationship integrity, and protect their reservation point without causing an impasse.

End of Paper



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