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**BUSINESS**  
2023/2024  
**REVIEW QUESTIONS**  
**LESSON 4**

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1. Read the following text extracted from BUSN6 (Kelly et al., South-Western CENGAGE Learning, 2014). In terms of management skills, how would you explain this decision and its impact? Which management level should take this kind of decisions?

In 1981, Universal Studios offered Mars Inc, the opportunity to feature M&M's in a family-friendly movie titled 'ET' in return for exposure. Mars said no, so Universal took the offer to Hershey, which offered Reese's Pieces. When 'ET' became a top-grossing film, sales exploded. Hershey executives said the exposure the product received as "ET's favourite candy" was worth millions of dollars.



2. True or false?

1. Staff positions provide support and advice to the rest of the positions in the organization.
2. Departmentalization by municipality, province, region, country or international region is called geographical departmentalization.
3. Customer departmentalization is best suited to organizations that have a few extremely large customers or that serve diverse groups.
4. A flat organization exists when a large number of employees report to one manager.
5. The most common bases for departmentalization are function, product, customer and geography.
6. Matrix organizational forms have decreased in popularity as organizations have become more complex and more decentralized.

3. The Telegraph reported the following piece of news in 2014:

"Apple and Facebook have upped the ante in their battle for the best talent by offering to pay for female employees to freeze their eggs."

- a. Which form of compensation is it?
- b. Discuss the underlying drivers of companies to offer this possibility to their employees.

5. Watch the following video, Heineken's "The Candidate", and answer the following questions:

- a. Does this video show the recruitment or the selection process of the firm?
- b. Why do you think they decided to carry out this innovative process?



6. Find information about recruitment, working conditions and perks in Google. Why does this firm offer that unconventional working environment?

7. The salary of a Google intern amounts to \$7,000 per month. Watch the following video, “Google interns’ first week”, and answer the following questions:

- Which function of the Human Resources Department does the video specifically refer to?
- Why do you think that Google offers these conditions to students who join the company either in internships or in full-time roles?

8. Read the following text adapted from [3 Examples Of Big Companies Using ERPs - People Managing People](#), which summarizes the implementation of SAP in Amazon. Discuss why a company can take this decision. What solutions can an ERP system offer to these firms?

Amazon uses an ERP software called *Systems Analysis and Program Development* (SAP).

SAP was created in Germany in 1972 by five former IBM employees who envisioned a software integration of all business and data processing in *real-time*.

By 1975, the small company had built applications for:

- Financial accounting
- Invoice verification
- Inventory management

SAP has continued to grow and now SAP business customers can manage their...

- Finances
- Logistical business needs
- Human resources
- Order management
- Sales
- ...and more through just one database.

SAP S/4Hana Cloud is the most modern version of SAP ERP with built-in AI, machine learning, and advanced analytics.

Here we have an example of a SAP customization:

The screenshot displays the SAP S/4Hana Cloud interface for creating a new sales order. The left sidebar shows the navigation menu with options like Home, Dashboard, Account Management, Sales Orders, and more. The main area is titled 'New Sales Order' and contains several tabs: 'Submit', 'Save', 'Cancel', 'Create with Reference', 'Create Draft', 'Check Credit Limit', and 'View All'. The form is divided into sections: 'Account' (Name: 'Solestar, Wholesale Corp', Address: '140 Service Street, Buffalo, NY 14204, United States'), 'Contact' (Name: 'Frank Smith', Phone: '+1 716 402-4000', E-mail: 'Address Details'), 'General' (Status: 'In Preparation', Description: 'New Product Offering', Posting Date: '02/01/2018', Requested Date: '02/01/2018', Price AC: '100', Campaign: 'New product launch', Credit Status: 'Not Relevant'), 'Delivery' (Delivery Priority: 'Normal', Complete Delivery: 'No'), 'Payment' (Payment Terms: '20 days net'), and 'Organizational Assignment' (Employee Responsible: 'S. Schmidt', Sales Unit: 'Sales Unit', Sales Organization: 'Sales Unit', Distribution Channel: 'Direct sales'). The 'Items' section shows a table with columns: Line, ATP, Product, Description, Contract Item, Quantity, Unit Price, Discount (%), Net Price, and Tax. The table contains three rows of data for different products.

Line	ATP	Product	Description	Contract Item	Quantity	Unit Price	Discount (%)	Net Price	Tax
10		P100000_Regulation Unit T3	Regulation Unit T3		10	180.00	0.00	1,800.00	2.400.00
20		P100001_Contract/Regulation Unit	Contract/Regulation Unit T3		10	100.00	0.00	1,000.00	1.300.00
40		P100002_Contract T3	Contract T3		10	713.00	0.00	7,130.00	9,374.10

Customized SAP S/4 Hana Cloud interface

On the left, a menu allows users to choose which area of business they'd like to view – from marketing to third-party order fulfillment, all aspects of the business are provided.

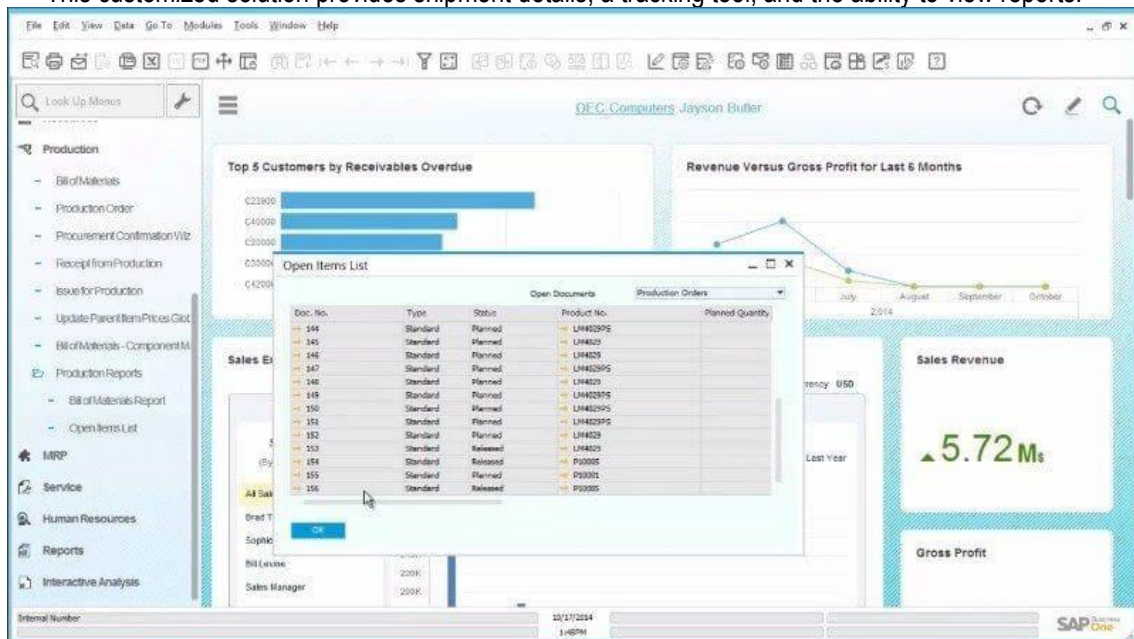
Here's an example of a SAP ERP with a focus on shipment:

The screenshot displays the SAP ShipERP 'Create Shipment' window. It includes a menu bar (Shipment, Edit, Goto, System, Help) and a toolbar with buttons like 'Execute', 'Track Shipment', 'Cancel Shipment', 'Reports', 'Change HU', 'Manual Shipment', and 'Trailer Management'. The main form is divided into sections for 'Ship To', 'Ship From', and 'Ship To' (repeated). The 'Ship To' section contains fields for Name (ATLANTA COMPANY), Attention (ATTN JOHN DOE), Address (2345 GLENLAKE PKWY), City (ATLANTA), State/Prov (GA), Postal code (30328-3447), Country (US), Phone/Fax (999-999-9999 / 999-999-9999), and Customer # (0000003250). The 'Ship From' section includes Carrier (FedEx), Service (FedEx Ground), Ship Date (11/15/2010), Payment (Pre Paid), 3PICOLL Acct, 3PICOLL Zip, and 3PICOLL Country. The 'Ship To' section includes Packing (Customer Package), Weight (via HU 0.50 LB), and a 'Shop Rates' button. Below the form is a 'Carrier Service Rates' table.

Carrier Code	Carrier Name	Carrier Service ID	Carrier Service	Car Rate	Currency	Transit Tm	Delivery Date	Priority
FDXG	FedEx Ground	FEDEX_GROUND	FedEx Ground	6.12	USD	5.00	11/20/2010	1
FDXE	FedEx Express	FEDEX_EXPRESS_SAVER	FedEx Express Saver	14.74	USD	3.00	11/18/2010	1

SAP ShipERP

This customized solution provides shipment details, a tracking tool, and the ability to view reports.



SAP ERP interface

The interface above allows the user to choose options on the left panel – these include production metrics, MRP, service, Human Resources, customized reports, and the ability to use an Interactive Analysis.