

Questions 186-190 refer to the following review and memo.

***Company Person*** by Allison Jones

Traditionally, long work hours were often associated with career success. Managers commonly compensated, promoted or otherwise rewarded staff that were at the office nights or even weekends and holidays. These kinds of staff were considered loyal to the company, and committed to improving its performance. This book perhaps best summarizes this management style.

***Business Revisited*** by Suleiman Gaitonde

A management practice that emphasized shortening workweeks arose recently. This was because some companies became concerned their employees were "burning out." It was also unclear whether long hours actually guaranteed good results. The book probably exemplifies this management theory best.

***Human Work*** by Kim Min-Su

As the digital era emerged, some companies felt it was unrealistic to have short workweeks: the business world was simply becoming too busy and competitive. Long hours were critical to business success. However, even though these companies did maintain long work hours for employees, they also tried to improve employee facilities such as rest areas, fitness centers, daycare centers or even theaters on their grounds. This book discusses this management style at length.

***New Face of Work*** by Herbert Walker

What's the hottest new management style? Empowering staff to work from home is what many modern companies are doing. This allows employees to set their own schedules while avoiding the costs and time necessary for long drives to the office. This book summarizes this trend well.

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Inter-Departmental Memo

To: Senior Managers  
From: Fong Wei Su, CEO  
Date: February 27  
RE: Coming developments

After reading a management book last week, I have decided to make some changes at our company. Since this is the digital era, I would like us to take advantage of it by having more staff telecommute. We can start with a small program involving only a few employees initially, and then gradually expand it if it proves a success.

This topic will be included in tomorrow's morning meeting agenda, where I'll ask for your input. I would like you, all within two weeks, to provide a list of those members of your department who would like to join the program, and I will choose from those personnel. I estimate at the beginning no more than 20 staff will be allowed to participate.

See you all tomorrow.

Regards,

Fong Wei Su