

## Chapter 1—Introduction to Human Relations

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### MULTIPLE CHOICE

1. The study of human relations broadly analyzes
  - a. workplace relations, dilemmas, and strategies.
  - b. human behavior, prevention strategies, resolution of behavioral problems, and self-development.
  - c. the relationship between human behavior and technological advances.
  - d. individual behavior patterns.

ANS: B                      PTS: 1                      REF: p. 3

2. One reason that the importance of interpersonal relations in business is increasing is
  - a. organizations' ability to demonstrate bottom-line results.
  - b. the increasing isolation of the work through the use of computer technology.
  - c. organizations' increasing customer service orientation.
  - d. the decreasing costs of implementing human relations programs.

ANS: C                      PTS: 1                      REF: p. 4

3. Many companies are improving interpersonal relations by
  - a. attempting to establish a strong financial structure to ensure employee satisfaction.
  - b. using technology to enhance employee involvement in management decisions.
  - c. organizing their workers into teams in which each employee plays a part.
  - d. offering more services to stockholders.

ANS: C                      PTS: 1                      REF: p. 5

4. Individuals can achieve greater satisfaction from their careers and personal lives when they are supported and strive to manage
  - a. the relationships with their personal selves.
  - b. their one-to-one relationships.
  - c. their group member relationships.
  - d. all of these.

ANS: D                      PTS: 1                      REF: p. 6

5. Peter's workplace contains a gym and on-grounds day care service. The company also offers employees monthly seminars on a wide range of topics such as stress management and living on a budget. Peter's employer demonstrates an appreciation for developing the concept of
  - a. the total person.
  - b. diversity.
  - c. group membership.
  - d. values.

ANS: A                      PTS: 1                      REF: p. 7

6. From an interpersonal relations perspective, major forces that influence work behavior include

- a. the general state of the economy.
- b. the organizational culture, supervisory-management personnel, and group cohesiveness.
- c. the physical characteristics of the workplace environment.
- d. the technological methods and infrastructure used to accomplish an organization's work processes.

ANS: B                    PTS: 1                    REF: p. 8

7. In Whole Foods Market, the organization and employees value their customers and consistently strive to provide service that "satisfies and delights." In return, employees' efforts are valued and their results are rewarded. In this example, work behavior is influenced by
- a. organizational culture.
  - b. job influence.
  - c. family influence.
  - d. motivation.

ANS: A                    PTS: 1                    REF: p. 8

8. Christine is a manager at a consumer electronics retailer. She often works 12-15 hour days and pushes herself and the employees she oversees to work towards perfection. They feel that in order to succeed, they must adopt the same work behaviors, despite feeling stressed and burnt out. Work behavior of the employees is most influenced by
- a. their personal characteristics.
  - b. the organizational culture.
  - c. supervisory-management personnel.
  - d. work group membership.

ANS: C                    PTS: 1                    REF: p. 9

9. Over time, the human relations movement
- a. focused more on plant layout and mechanical processes
  - b. had little effect on improvements in productivity.
  - c. offered a simplified perception of employees.
  - d. reflected a shift in values and concerns, from things to people.

ANS: D                    PTS: 1                    REF: p. 12

10. Frederick Taylor's scientific management theory basically argued that
- a. productivity could be improved by breaking jobs into isolated specialized tasks and assigning workers to each task.
  - b. the informal organization that workers formed through their relationships was the key to productivity.
  - c. there were other ways besides human relations to humanize the workplace.
  - d. organizations needed to determine how to tap workers' desire to perform.

ANS: A                    PTS: 1                    REF: p. 12

11. The Hawthorne studies contributed to the development of interpersonal relations through the discovery
- a. of the characteristics of effective managers.
  - b. that breaking jobs into isolated specialized tasks increased worker productivity.

- c. of the informal organization network that exists among workers.
- d. that workers need training to be effective in their jobs.

ANS: C                      PTS: 1                      REF: p. 13

12. In general, the means by which we come to an understanding of ourselves and others is
- a. organizational culture.
  - b. trust.
  - c. self-acceptance.
  - d. communication.

ANS: D                      PTS: 1                      REF: p. 15

13. The major theme of interpersonal relations that deals with an individual understanding of how his/her behavior affects others is
- a. communication.
  - b. self-awareness.
  - c. motivation.
  - d. trust.

ANS: B                      PTS: 1                      REF: p. 15

14. The flow of information in a company declines when human relations is lacking
- a. conflict resolution.
  - b. self-disclosure.
  - c. trust.
  - d. self-assessment.

ANS: C                      PTS: 1                      REF: p. 16

15. Self-disclosure is considered a major theme of interpersonal relations because
- a. the ability to express anger is the best way to resolve conflicts.
  - b. it helps stop rumors in the workplace.
  - c. the opportunity to express frustration will result in improved customer service.
  - d. it helps eliminate unnecessary guessing games.

ANS: D                      PTS: 1                      REF: p. 17

**TRUE/FALSE**

1. The quality of one's work is related to one's ability to cope with family problems.

ANS: T                      PTS: 1                      REF: p. 11

2. A major source of frustration for workers in an information economy is the fact that they can process information much more quickly than the information typically is available and become bored in the resulting idle time.

ANS: F                      PTS: 1                      REF: p. 3

3. Employees rather than organizations benefit from a commitment to total person development.  
ANS: F                    PTS: 1                    REF: p. 7
4. Career success is often a reflection of the strength in one's interpersonal skills.  
ANS: T                    PTS: 1                    REF: p. 3
5. A major function of group membership is that it satisfies social needs.  
ANS: T                    PTS: 1                    REF: p. 10
6. Organizational culture is the collection of shared beliefs, values, rituals, stories, and myths that foster a feeling of community among organizational members.  
ANS: T                    PTS: 1                    REF: p. 8
7. Worker behavior on the job is frequently a reflection of how well the work environment accommodates each worker's unique characteristics.  
ANS: T                    PTS: 1                    REF: p. 11
8. Scientific management worked in theory, but in some cases it dehumanized the workplace.  
ANS: T                    PTS: 1                    REF: p. 12
9. Elton Mayo discovered in the Hawthorne studies that employees create their own informal networks.  
ANS: T                    PTS: 1                    REF: p. 13
10. Managing healthy, effective interpersonal relationships requires that we also manage the relationship with our personal selves.  
ANS: T                    PTS: 1                    REF: p. 6-7
11. The psychologist who developed the often-used "hierarchy of needs" was Abraham Maslow.  
ANS: T                    PTS: 1                    REF: p. 13
12. Working in an organization with diverse employees does not require strong interpersonal skills since you should relate to people as if differences don't exist.  
ANS: F                    PTS: 1                    REF: p. 6
13. The study of interpersonal relations is more interested in the "why" of human behavior and less on how the knowledge can be applied to address problems in our work and personal lives.

ANS: F                      PTS: 1                      REF: p. 7

14. Low organizational trust can result in low productivity, poor communication, and slow decision making.

ANS: T                      PTS: 1                      REF: p. 16

15. Managers spend a great deal of their time involved in conflict resolution in the normal course of their work.

ANS: T                      PTS: 1                      REF: p. 17

## COMPLETION

1. \_\_\_\_\_ is the study of why our beliefs, attitudes, and behaviors sometimes cause relationship problems in both our personal and work lives and how we can apply the knowledge.

ANS: Human relations

PTS: 1                      REF: p. 3

2. The concept that a person's characteristics are interdependent and part of a single employable system is referred to as \_\_\_\_\_.

ANS: total person

PTS: 1                      REF: p. 7

3. \_\_\_\_\_ refers to the interaction and ad-hoc network of relationships amongst workers in an organization.

ANS: informal organization

PTS: 1                      REF: p. 13

4. Seven broad themes that emerge from the study of human relations are communication, self-awareness, self-acceptance, motivation, trust, self-disclosure, and \_\_\_\_\_.

ANS: conflict resolution

PTS: 1                      REF: p. 15

5. \_\_\_\_\_ means acquiring a better understanding of who you are and how your behavior influences other people.

ANS: Self-awareness

PTS: 1                      REF: p. 15

## SHORT ANSWER

1. List and describe three of the trends in the workplace that have given a new dimension of importance to human relations.

ANS:

- a. The labor market is unstable due to mergers, buyouts, closings, and downsizing. Job security is threatened. Interpersonal skills are highly valued in the ever-changing labor market.
- b. Organizations are highly service-orientated. Customers will take their business elsewhere if employees do not provide quality customer service.
- c. The work force is increasingly made up of self-employed, temporary, and part-time workers. Those with strong interpersonal skills may have a better chance landing full-time jobs after proving themselves in temp positions.
- d. Teamwork is increasingly important. Workers must understand the role they play on the team and be able to communicate with one another effectively.
- e. Diversity is prominent in today's work force. Valuing diversity will need to be emphasized.
- f. An epidemic of rude behavior can be found in the workplace. Individuals must demonstrate respect in order to work with and earn respect from their colleagues.

PTS: 1

2. Discuss how technology and the age of information have impacted interpersonal relations.

ANS:

Culture has become reliant on technology and the exchange of information at demanding speeds, 24/7. As a result, face-to-face human contact is becoming infrequent and personal connection endangered. Many people focus so intently on information that they sometimes miss the valuable contextual clues that only a subtle expression, gesture, or tone can provide.

PTS: 1

3. Identify and describe three major forces that influence behavior at work.

ANS:

- a. Organizational culture. A collection of shared values, beliefs, rituals, stories, and myths that foster a feeling of community among organizational members. It is generally a reflection of the deeply held values and behaviors of individuals within the organization.
- b. Supervisory-management influence. Supervisors and managers are able to influence employee behavior. Their actions establish the organization's image in the minds of the employees. These perceptions can influence productivity, customer relations, safety consciousness, and loyalty.

- c. Work group influence. Group membership can satisfy social needs, provide emotional support, and assist in solving problems and meeting goals. A cohesive work group can provide support and resources we need to be productive.
- d. Job influence. Work can provide meaning and fulfillment to our lives. It can also be perceived as meaningless and boring. Job duties can influence an employee's satisfaction.
- e. Personal characteristics of the worker. Each worker has a unique combination of abilities, interests, aptitudes, values, and expectations. A worker's behavior often reflects how well the work environment accommodates these characteristics.
- f. Family influence. Business operates 24/7, which often puts a strain on employees' ability to balance work and family. Many organizations understand that family problems are often linked to employee problems. These problems can be minimized by establishing work-family programs and policies.

PTS: 1

4. Explain the Hawthorne studies and how they contributed to the human relations movement.

ANS:

Elton Mayo originally sought to uncover how physical characteristics of the workplace affected productivity. As a result, however, his Hawthorne studies revealed that relations, attention and feedback focused on the workers increased their morale, motivation, and productivity.

PTS: 1

5. There are seven broad themes that emerge from the study of human relations. Identify three, and explain their influence on human relations skills.

ANS:

Communication—the heart and soul of human relations; Self-awareness—we need to understand ourselves before we understand others; Self-acceptance—the foundation of successful interpersonal interactions; Motivation—basically, reward and punishment of behavior; Trust—basis of relationships; Self-disclosure—part of trust. Conflict management—handling conflict between individuals within an organization.

PTS: 1

## ESSAY

1. Explain the term "total person." Discuss how organizations can promote total person development within their employees and what benefits can result by doing so.

ANS:

Answers will vary.

PTS: 1                      REF: p. 7-8

2. There are seven major themes that emerge in the study of human relations. Identify them and discuss how they impact human relations in the workplace.

ANS:

Answers will vary.

PTS: 1                      REF: p. 14-18