

CHAPTER 2: LEARNING FROM THE HISTORY OF MANAGEMENT THOUGHT

Test Correlation Table

Question Types/Level of Difficulty

LEARNING GOALS		Easy	Moderate	Difficult
1. Describe the three branches of the traditional viewpoint of management: bureaucratic, scientific, and administrative.	TF	3, 4, 14	1, 2, 5, 8, 10, 11, 16	6, 7, 9, 12, 13, 15
	MC	13, 19, 28, 33, 38, 39, 43, 45, 48, 51, 56	1, 3, 5, 7, 8, 11, 12, 16, 21, 22, 23, 24, 26, 30, 31, 32, 34, 36, 41, 42, 44, 47, 49, 52, 53, 54, 57, 58, 59, 60, 62, 63, 64	2, 4, 6, 9, 10, 14, 15, 17, 18, 20, 25, 27, 29, 35, 37, 40, 46, 50, 55, 61
	ES	2	3	1, 4
2. Explain the behavioral viewpoint's contribution to management.	TF	—	17, 19, 20, 21, 22	18,
	MC	65, 75	66, 68, 69, 71, 72, 76, 77, 79, 80, 81, 83	67, 70, 73, 74, 78, 82
	ES	—	5	6
3. Describe how managers can use systems and quantitative techniques to improve employee performance.	TF	25, 26	24, 27, 28	23,
	MC	84, 88, 90, 93, 94, 98	86, 87, 89, 91, 92, 96, 99	85, 95, 97
	ES	—	—	7, 8
4. State the two major components of the contingency viewpoint.	TF	30, 31, 35	29, 32, 33, 34	—
	MC	100, 101, 105, 107	102, 103, 104, 106, 108	—
	ES	—	9	—
5. Explain the impact of the need for quality on management practices.	TF	37, 38	36, 39, 40, 41, 42	—
	MC	109, 116	110, 114	111, 112, 113, 115
	ES	—	10	—

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True/False Questions

Challenge of Managing

1. Howard Schultz, chairman of Starbucks, indicated that his greatest challenge was to attract and manage a world-wide workforce.

ANSWER: T, Knowledge, Moderate, p. 39
AACSB Analytic, Individual Dynamics

2. Since going public, Starbucks' stock has doubled in price and its retail sales have exceeded \$2 million.

ANSWER: F, Knowledge, Moderate, p. 39
AACSB Analytic, Environmental Influence

Learning Goal 1

3. The three main branches of the traditional viewpoint are bureaucratic management, scientific management, and collaborative management.

ANSWER: F, Knowledge, Easy, p. 40
AACSB Analytic, Group Dynamics

4. Bureaucratic management relies on rules, a set hierarchy, a clear division of labor, and detailed procedures.

ANSWER: T, Knowledge, Easy, p. 43
AACSB Analytic, Creation of Value

5. Companies, such as McDonald's and Wendy's, utilize division of labor.

ANSWER: T, Application, Moderate, p. 44
AACSB Analytic, Individual Dynamics

6. Some managers of organizations use charismatic authority, i.e., custom, ancestry, gender, birth order, and the like, to influence subordinates.

ANSWER: F, Knowledge, Difficult, p. 44
AACSB Analytic, Leadership Principles

7. Some managers, such as Jeffrey Schwartz, CEO of Timberland, and Oprah Winfrey, CEO of Harpo, have used their charisma to motivate and influence others.

ANSWER: T, Application, Difficult, p. 44
AACSB Analytic, Leadership Principles

8. The expected benefits of a bureaucratic approach to management are effectiveness and continuity.

ANSWER: F, Knowledge, Moderate, p. 47
AACSB Analytic, Creation of Value

9. Pulte Homes' success is a good example of the effective use of the communication competency.

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ANSWER: F, Knowledge, Difficult, p. 47
AACSB Communication, Group Dynamics

10. Using a rational decision process, managers at Pulte Homes segmented the home market into 11 categories.

ANSWER: T, Knowledge, Moderate, p. 47
AACSB Analytic, Group Dynamics

11. Frederick Taylor analyzed work flows, supervisory techniques, and worker fatigue using time-and-motion studies.

ANSWER: T, Knowledge, Moderate, p. 49
AACSB Analytic, Individual Dynamics

12. Frank and Lillian Gilbreth were concerned with the human side of industrial engineering. In fact, Frank Gilbreth used motion pictures to develop a system that substantially reduces the number of steps in the bricklaying process.

ANSWER: T, Application, Difficult, p. 50
AACSB Reflective Thinking, Group Dynamics

13. Advocates of scientific management tend to stress the need for centralization of decision-making.

ANSWER: F, Application, Difficult, p. 50
AACSB Analytic, Creation of Value

14. Henry Gantt devised a visual plan for use in production scheduling.

ANSWER: T, Knowledge, Easy, p. 50
AACSB Analytic, Individual Dynamics

15. Like other traditionalists, Henri Fayol emphasized formal structure and processes, believing that they are necessary for the adequate performance of all important tasks.

ANSWER: T, Knowledge, Difficult, p. 51
AACSB Analytic, Strategy

16. Henri Fayol felt strongly that to be successful, managers only needed to understand and apply the basic managerial functions – planning, organizing, leading, and mentoring.

ANSWER: F, Knowledge, Moderate, p. 51
AACSB Analytic, Strategy

Learning Goal 2

17. Mary Parker Follett believed that management is a flowing, continuous process—not a static one—and that if a problem has been solved, the method used to solve it probably generated new ideas and solutions.

ANSWER: F, Knowledge, Moderate, p. 53
AACSB Analytic, Individual Dynamics

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18. Chester Barnard made a significant contribution to the history of management with the acceptance theory of authority. This theory held that employees will choose to follow management's orders if they understand what is required, believe the orders to be consistent with organizational goals, and see positive benefits to themselves.

ANSWER: T, Knowledge, Difficult, p. 55
AACSB Analytic, Strategy

19. Researchers in the Hawthorne studies concluded that the increases in productivity weren't caused by the physical setting but by a complex emotional chain reaction.

ANSWER: T, Knowledge, Moderate, p. 55
AACSB Analytic, Group Dynamics

20. Jack Lowe, CEO of TDI, found that their teamwork culture promoted high performance and increased the length of time employees stayed with TDI.

ANSWER: T, Application, Moderate, p. 56
AACSB Analytic, Group Dynamics

21. For TDI, creating a culture of teamwork that promotes high performance and longevity is based on the concept of supportive leadership.

ANSWER: F, Knowledge, Moderate, p. 56
AACSB Analytic, Leadership Principles

22. One of the keys to the servant leadership philosophy is that managers have to earn the recognition and respect of employees.

ANSWER: T, Knowledge, Moderate, p. 56
AACSB Analytic, Leadership Principles

Learning Goal 3

23. Proponents of the systems viewpoint look at how managers do what they do, how managers lead subordinates and communicate with them, and why managers need to change their assumptions about people if they want to lead high-performance teams and organizations.

ANSWER: F, Knowledge, Difficult, p. 57
AACSB Analytic, Individual Dynamics

24. The systems viewpoint represents an approach to solving problems by diagnosing them within a framework of inputs, transformation processes, outputs, and feedback.

ANSWER: T, Knowledge, Moderate, p. 58
AACSB Analytic, Creation of Value

25. A closed system interacts with its external environment whereas an open system limits its interactions with its environment.

ANSWER: F, Knowledge, Easy, p. 58
AACSB Analytic, Creation of Value

26. Systems analysis and quantitative techniques have been used primarily to manage

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transformation processes and in the technical planning and decision-making aspects of management.

ANSWER: T, Knowledge, Easy, p. 59
AACSB Analytic, Creation of Value

27. According to the Ethical Challenge, Bruce Fischman estimates that 20 to 25 percent of brand blog attacks are sponsored by competitors.

ANSWER: F, Knowledge, Moderate, p. 60
AACSB Ethics, Ethical Responsibilities

28. Gay bloggers attacked Microsoft over its failure to support a gay rights bill in the state of Washington last year.

ANSWER: T, Knowledge, Moderate, p. 60
AACSB Ethics, Ethical Responsibilities

Learning Goal 4

29. The contingency viewpoint holds that the effectiveness of different managerial styles, guidelines, or techniques should vary based on the situation.

ANSWER: T, Knowledge, Moderate, p. 61
AACSB Analytic, Individual Dynamics

30. There are three important contingency variables: the external environment, people, and technology.

ANSWER: T, Knowledge, Easy, p. 61
AACSB Analytic, Individual Dynamics

31. Technology is the method used to transform organizational inputs into outputs.

ANSWER: T, Knowledge, Easy, p. 62
AACSB Analytic, Creation of Value

32. In Germany, Philips has 35 factories and offices with more than 20,000 employees.

ANSWER: F, Knowledge, Moderate, p. 62
AACSB Analytic, Strategy

33. Phillip's Indian factory is more efficient than the Chinese factory.

ANSWER: T, Knowledge, Moderate, p. 62
AACSB Analytic, Strategy

34. The contingency viewpoint of management is useful because of its conceptual approach, which clearly departs from the situational approach of the traditionalists.

ANSWER: F, Knowledge, Moderate, p. 63
AACSB Analytic, Creation of Value

35. Critics argue that the contingency viewpoint is nothing new. They say that it is merely a meshing of techniques from the other viewpoints of management.

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ANSWER: T, Knowledge, Easy, p. 63

AACSB Analytic, Creation of Value

Learning Goal 5

36. Total quality management (TQM) is a philosophy that makes quality values the driving force behind leadership, design, planning, and improvement initiatives.

ANSWER: T, Application, Moderate, p. 63

AACSB Analytic, Creation of Value

37. Quality is defined as how well a product or service does what it is supposed to do.

ANSWER: T, Knowledge, Easy, p. 63

AACSB Analytic, Creation of Value

38. The focus of the quality viewpoint is on output, defined as how well a product or service does what it is supposed to do.

ANSWER: T, Knowledge, Easy, p. 63

AACSB Analytic, Creation of Value

39. W. Edwards Deming, the godfather of the quality movement, taught eager Japanese managers how to use statistics to assess and improve quality.

ANSWER: T, Knowledge, Moderate, p. 64

AACSB Analytic, Group Dynamics

40. The contingency process generally focuses on measuring inputs, transformation operations, and outputs.

ANSWER: F, Knowledge, Moderate p. 64

AACSB Analytic, Creation of Value

41. The importance of a positive company image is illustrated by the management practices at Timberland.

ANSWER: T, Knowledge, Moderate, p. 67

AACSB Analytic, Group Dynamics

42. Ecometrics is a measure of the environmental impact of manufacturing a product on the planet.

ANSWER: T, Knowledge, Moderate, p. 67

AACSB Analytic, Creation of Value

Multiple Choice Questions

Challenge of Managing

1. Howard Schultz, chairman of Starbucks, indicated that his greatest challenge was to _____ a world-wide workforce.
- attract and manage
 - train and engage
 - mentor and evaluate

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d. none of the above

ANSWER: A, Knowledge, Moderate, p. 39

AACSB Analytic, Individual Dynamics

2. Which statement is **false** regarding Starbucks?
- a. It operates more than 8,500 stores in over 30 countries.
 - b. The company's long-term expansion plans are to acquire Caribou Coffee.
 - c. Starbucks has distributed more than \$12 million to charitable organizations.
 - d. One challenge of Starbucks is to decide whether the company should expand into food service.

ANSWER: B, Knowledge, Difficult, p. 39

AACSB Analytic, Creation of Value

3. Starbucks definition of "total pay" refers to "your special blend" of all of the following **except**:
- a. compensation
 - b. stock
 - c. fringe benefits
 - d. corporate housing

ANSWER: D, Knowledge, Moderate, p. 39

AACSB Analytic, Creation of Value

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Learning Goal 1

Traditional Viewpoint of Management

4. During the 30 years following the Civil War, the United States emerged as a leading industrial nation. Which of the following was **not** cited in the text as an important turning point in business and management history during that time?
- the presentation by Henry Towne of a paper titled "The Engineer as an Economist" to the American Society of Mechanical Engineers
 - the founding of the American Federation of Labor (AFL)
 - the Haymarket Affair
 - All of the above were cited as important turning points.

ANSWER: D, Knowledge, Difficult, pp. 40-41
AACSB Analytic, Creation of Value

5. *The Labor Movement in America* was written in 1886 by _____.
- Henry R. Towne
 - Fredrick Taylor
 - Richard T. Ely
 - Henri Fayol

ANSWER: C, Knowledge, Moderate, p. 41
AACSB Analytic, Creation of Value

6. Many business "giants" were born in 1886. All of the following were in operation **except** _____.
- Coca-Cola
 - Sears, Roebuck and Company
 - Westinghouse
 - International Business Machines (IBM)

ANSWER: D, Knowledge, Difficult, p. 41
AACSB Analytic, Creation of Value

7. During 1886 more than 600,000 employees were out of work because of strikes and lockouts. On May 6, 1886, a group of labor leaders led a demonstration in which seven bystanders were killed. This event was known as (the) _____.
- Haymarket Affair
 - Chicago Riot
 - Cold War
 - Black Friday

ANSWER: A, Knowledge, Moderate, p. 41
AACSB Analytic, Creation of Value

8. There are several reasons why we consider the past events in studying modern management concepts. All of the following are reasons **except**:
- many of the practices established in past are still used today.
 - the past is a good teacher, identifying practices that were successful and those no longer effective.
 - history gives us a feel for the types of problems which managers have long struggled to find solutions.
 - past successes generally lead to future successes.

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ANSWER: D, Knowledge, Moderate, pp. 41-42
AACSB Analytic, Creation of Value

9. Most large businesses in the newly industrialized United States in the early part of the nineteenth century began to experience problems that had previously only applied to _____.
- a. agrarian economies
 - b. governments
 - c. European factories
 - d. early Japanese factories

ANSWER: B, Knowledge, Difficult, p. 42
AACSB Analytic, Creation of Value

10. The founders of bureaucratic management, scientific management, and administrative management came from what countries?
- a. Germany, the United States, and France
 - b. Germany, Great Britain, and Spain
 - c. Japan, Germany, and Ireland
 - d. England, Japan, and the United States

ANSWER: A, Knowledge, Difficult, p. 43
AACSB Analytic, Creation of Value

11. Paula Walker works for an organization that relies heavily on rules and has a clear division of labor. This approach is referred to as _____ management.
- a. contingency
 - b. system
 - c. bureaucratic
 - d. scientific

ANSWER: C, Application, Moderate, p. 43
AACSB Reflective Thinking, Creation of Value

12. Jason Liu has been studying the characteristics of bureaucratic management. _____ is **not** one of the characteristics.
- a. Rationality
 - b. Short-term career commitment
 - c. Impersonality
 - d. Hierarchical structure

ANSWER: B, Application, Moderate, p. 43
AACSB Reflective Thinking, Individual Dynamics

13. The person most closely associated with bureaucratic management is _____.
- a. Adam Smith
 - b. Max Weber
 - c. Frederick Taylor
 - d. Henry Gilbreth

ANSWER: B, Knowledge, Easy, p. 43
AACSB Analytic, Individual Dynamics

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14. Phyllis Chang is the information systems manager for a large bank. Her department processes large amounts of standardized information, uses routine and stable technology, and has stable and known customer needs. It would be most effective for Chang to use the _____ managerial viewpoint.
- contingency
 - bureaucratic
 - administrative
 - scientific

ANSWER: B, Application, Difficult, p. 43
AACSB Reflective Thinking, Individual Dynamics

15. Esther Broadway desires for her employees to act in a standard way while they are on the job. According to the bureaucratic approach to management, it is _____ that outline(s) the way people behave and act while they are working.
- rules
 - division of labor
 - hierarchical structure
 - impersonality

ANSWER: A, Application, Difficult, p. 43
AACSB Reflective Thinking, Individual Dynamics

16. The Houston police department ranks jobs according to the amount of authority given to each job. Those in lower level positions are under the control and direction of those in higher level positions. This is an example of the bureaucratic management characteristic of _____.
- rules
 - hierarchical structure
 - impersonality
 - division of labor

ANSWER: B, Application, Moderate, p. 44
AACSB Reflective Thinking, Individual Dynamics

17. Brad Shipp is a manager of a local manufacturing firm. Shipp recruits labor with different skills for different jobs. This is characteristic of _____.
- rationality
 - impersonality
 - hierarchical structure
 - division of labor

ANSWER: C, Application, Difficult, p. 44
AACSB Reflective Thinking, Individual Dynamics

18. Erin Turner believes a well-defined organizational structure helps control employee behavior. Each employee will know where he or she stands in relation to everyone else in the organization. This is characteristic of _____.
- impersonality
 - division of labor
 - hierarchical structure
 - rationality

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ANSWER: C, Application, Difficult, p. 44

AACSB Reflective Thinking, Individual Dynamics

19. The divine right of kings is characteristic of _____ authority.
- a. traditional
 - b. charismatic
 - c. rational-legal
 - d. both b and c

ANSWER: A, Application, Easy, p. 44

AACSB Reflective Thinking, Individual Dynamics

20. David Williams is an area supervisor for Jos A. Banks. Williams feels he should always be fair and impersonal when dealing with his subordinates. Being impersonal in his supervision of others is a characteristic of _____.
- a. decoding
 - b. referent power
 - c. person–role conflict
 - d. authority structure

ANSWER: D, Application, Difficult, p. 44

AACSB Reflective Thinking, Individual Dynamics

21. Dr. Martin Luther King, Jr. was known for his ability to motivate and influence his followers. In fact, many of his followers even suspended their own judgment while working for Dr. King. This illustrates Dr. King's exercise of _____ authority.
- a. charismatic
 - b. traditional
 - c. rational-legal
 - d. referent

ANSWER: A, Application, Moderate, p. 44

AACSB Reflective Thinking, Individual Dynamics

22. Henry Pham lives with a system whereby authority is based on ancestry, gender, and birth order. This characterizes _____ authority.
- a. contingency-based
 - b. charismatic
 - c. rational-legal
 - d. traditional

ANSWER: D, Application, Moderate, p. 44

AACSB Reflective Thinking, Individual Dynamics

23. Rick Hymer's orders are obeyed because he is a store manager at Macy's department stores. However, this authority depends on employees' acceptance of the organization's rules. This illustrates _____ authority.
- a. traditional
 - b. charismatic
 - c. expert
 - d. rational-legal

ANSWER: D, Application, Moderate, p. 44

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AACSB Reflective Thinking, Individual Dynamics

24. Debi Guarino has just accepted a sales position with Aprogenex Biotech Company. The firm uses job security, tenure, salary increases, and pensions to ensure that employees satisfactorily perform their assigned duties. This approach characterizes _____.
a. division of labor
b. lifelong career commitment
c. rationality
d. hierarchical structure

ANSWER: B, Application, Moderate, p. 44
AACSB Reflective Thinking, Individual Dynamics

25. The bureaucratic characteristic of _____ allows general goals of the organization to be broken into more specific goals for each part of the organization. For example, Robert Half International keeps its various temporary agency and permanent placement operations as separate business units, as well as setting up industry specific personnel companies.
a. traditional authority
b. departmentalization
c. symbolic authority
d. rationality

ANSWER: D, Application, Difficult, p. 46
AACSB Reflective Thinking, Individual Dynamics

26. Managers in bureaucratic organizations, such as the civil service and IRS, often rely on the results of written and physical tests, amount of formal education, and previous work experience in making hiring and promotion decisions. These criteria are most associated with _____.
a. division of labor
b. stakeholder control
c. lifelong career commitment
d. hierarchical structure

ANSWER: C, Knowledge, Moderate, p. 46
AACSB Analytic, Individual Dynamics

27. _____ has the least amount of bureaucracy of the organizations listed below.
a. MP3
b. IRS
c. The Ford assembly-line plant
d. McDonald's

ANSWER: A, Knowledge, Difficult, p. 46
AACSB Analytic, Strategy

28. The use of rules and regulations for the size and weight of packages enables FedEx to deliver more than 14 million packages everyday. This is an example of how firms may benefit from _____ management.
a. behavioral
b. rational

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- c. bureaucratic
- d. contingency

ANSWER: C, Knowledge, Easy, p. 46
AACSB Analytic, Strategy

29. In order to maximize call center efficiency, supervisors require call workers to do all of the following **except** _____.
- a. answer inbound calls by the fourth ring
 - b. restrict their rest breaks to 5 minutes
 - c. be electronically monitored for productivity
 - d. not leave the building for lunch

ANSWER: D, Knowledge, Difficult, p. 46
AACSB Analytic, Individual Dynamics

30. The expected benefits of bureaucratic management are _____ and _____.
- a. efficiency; consistency
 - b. efficiency; effectiveness
 - c. rules; regulations
 - d. policies; procedures

ANSWER: A, Knowledge, Moderate, p. 47
AACSB Analytic, Group Dynamics

31. Pulte Homes builds more than _____ homes a day in 54 metro markets spanning 28 states.
- a. 50
 - b. 100
 - c. 250
 - d. 400

ANSWER: B, Knowledge, Moderate, p. 47
AACSB Analytic, Strategy

32. At Pulte Homes, _____ now drive(s) every location decision.
- a. centralized decision-making
 - b. knowledgeable managers
 - c. overall analysis
 - d. detailed market segmentation

ANSWER: D, Knowledge, Moderate, p. 47
AACSB Analytic, Strategy

33. There are many drawbacks to bureaucracy. Rigid rules and red tape are often cited. This may foster all of the following **except** _____.
- a. low motivation
 - b. individual autonomy
 - c. high turnover
 - d. shoddy work

ANSWER: B, Knowledge, Easy, p. 48

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AACSB Analytic, Strategy

34. All of the following are drawbacks to bureaucracy **except** _____.
- a. progressive decision making
 - b. protection of authority
 - c. incompatibility with changing technology
 - d. incompatibility with workers' values

ANSWER: A, Knowledge, Moderate, p. 48
AACSB Analytic, Strategy

35. Caterpillar believes that the company cannot afford to support a maze of corporate buck-passers. They have changed their system by focusing on customer satisfaction. Employees are able to swap essential information and determine what type of engine the customer wants. The text defines this as a positive step related to which of the following?
- a. professional values
 - b. protection of authority
 - c. decision making
 - d. changing technology

ANSWER: B, Application, Difficult, p. 48
AACSB Reflective Thinking, Group Dynamics

36. Jenny Gruber, regional director of accounting and finance for Marriott International, says, "I have to rely more on the professionalism and commitment of my people than on rules and regulations." This is an indication of which drawback of bureaucracy?
- a. incompatibility with workers' values
 - b. protection of authority
 - c. incompatibility with changing technology
 - d. slow decision making

ANSWER: A, Application, Moderate, p. 48
AACSB Reflective Thinking, Individual Dynamics

37. Bureaucratic management is still widely and successfully used today. This approach is most effective when used with all of the following **except** when _____.
- a. large amounts of standard information have to be processed
 - b. the needs of customers are not known and are likely to change
 - c. the technology is routine
 - d. the technology is stable, so employees can be easily and quickly taught how to operate machines

ANSWER: B, Knowledge, Difficult, p. 49
AACSB Analytic, Strategy

38. The pioneer of scientific management is _____.
- a. Henri Fayol
 - b. Elton Mayo
 - c. Henry Gilbreth
 - d. Frederick Taylor

ANSWER: D, Knowledge, Easy, p. 49

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AACSB Analytic, Creation of Value

39. Frederick Taylor thought that there was one best way to perform any task. He also thought that the company should be run by routine and efficient methods. One way to make a task more routine and efficient is through _____.
- a. time-and-motion studies
 - b. better machinery
 - c. better lighting
 - d. an organic approach

ANSWER: A, Knowledge, Easy, p. 49
AACSB Analytic, Individual Dynamics

40. Frederick Taylor developed a program that matched workers, shovel sizes, materials, and the like for each job. By the end of the third year, his program reduced the number of workers needed in the plant from 600 to _____.
- a. 500
 - b. 400
 - c. 340
 - d. 140

ANSWER: D, Knowledge, Difficult, p. 49
AACSB Analytic, Group Dynamics

41. At Mattel, each task that operating employees perform is carefully studied in order to promote maximum efficiency and productivity. Often standardized work methods are implemented. Mattel appears to be using the _____ viewpoint.
- a. systems
 - b. scientific management
 - c. behavioral
 - d. contingency

ANSWER: B, Application, Moderate, p. 49
AACSB Analytic, Strategy

42. Frederick Taylor thought that _____.
- a. a well lighted workplace motivated employees to work to their capacity
 - b. money motivated employees to work to their capacity
 - c. fringe benefits motivated employees to work to their capacity
 - d. periodic rest breaks motivated employees to work to their capacity

ANSWER: B, Knowledge, Moderate, p. 49
AACSB Analytic, Individual Dynamics

43. Advocates of scientific management believe in a concept called _____ that links each foreman's area of specialization to that foreman's scope of authority.
- a. functional foremanship
 - b. division of labor
 - c. unity of command
 - d. authority

ANSWER: A, Knowledge, Easy, p. 50
AACSB Analytic, Individual Dynamics

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44. _____ used a revolutionary new tool—motion pictures—to study motions of workers.
- a. Frank Gilbreth
 - b. Frederick Taylor
 - c. Elton Mayo
 - d. Max Weber

ANSWER: A, Knowledge, Moderate, p. 50
AACSB Analytic, Strategy

45. Lillian Gilbreth was concerned mainly with _____.
- a. the use of mathematical models
 - b. the importance of the social development in the workplace
 - c. paying employees a certain minimum wage plus bonuses
 - d. the human side of industrial engineering

ANSWER: D, Knowledge, Easy, p. 50
AACSB Analytic, Individual Dynamics

46. Frank Gilbreth's work led to as much as a _____ percent increase in the overall productivity of bricklayers.
- a. 50
 - b. 100
 - c. 150
 - d. 200

ANSWER: D, Knowledge, Difficult, p. 50
AACSB Analytic, Group Dynamics

47. _____ focused on "control" systems for production scheduling.
- a. Frank Gilbreth
 - b. Henry Gantt
 - c. Henri Fayol
 - d. Frederick Taylor

ANSWER: B, Knowledge, Moderate, p. 50
AACSB Analytic, Individual Dynamics

48. Henry Gantt created a popular tool which identifies various stages of work that must be carried out to complete a project, sets a deadline for each stage, and documents accomplishments. It is known as the _____.
- a. PET chart
 - b. Gantt chain
 - c. Gantt chart
 - d. linear chain

ANSWER: C, Knowledge, Easy, p. 50
AACSB Analytic, Creation of Value

49. All of the following **except** _____ are areas in which scientific management fails to meet workers' needs.
- a. satisfaction
 - b. independence

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- c. desire for money
- d. All are areas of failure.

ANSWER: C, Knowledge, Moderate, pp. 50-51
AACSB Analytic, Creation of Value

50. Scientific management disciplines believed that management principles should be based on _____.
- a. fact and observation
 - b. rules and regulations
 - c. computer modeling
 - d. mathematical modeling

ANSWER: A, Knowledge, Difficult, pp. 50-51
AACSB Analytic, Creation of Value

51. The system that focuses on the manager and basic managerial functions is referred to as a _____ management
- a. contingency
 - b. administrative
 - c. systems
 - d. behavioral

ANSWER: B, Knowledge, Easy, p. 51
AACSB Analytic, Creation of Value

52. David Bell was studying the various aspects of the evolution of management. He discovered that the person most closely associated with administrative management was _____.
- a. Mary Parker Follett
 - b. Henri Fayol
 - c. Frederick Taylor
 - d. Max Weber

ANSWER: B, Application, Moderate, p. 51
AACSB Analytic, Individual Dynamics

53. Henri Fayol was the first person to group a manager's functions by planning and _____.
- a. organizing
 - b. leading
 - c. controlling
 - d. all of the above

ANSWER: D, Knowledge, Moderate, p. 51
AACSB Analytic, Individual Dynamics

54. Jim Costanzo is a new manager with Dell Computers. He believes that each employee in his division must receive instructions about a particular operation from only one person in order to avoid conflicting instructions and any confusion. According to Fayol, the _____ principle is being emphasized.
- a. equity
 - b. authority

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- c. centralization
- d. unity of command

ANSWER: D, Application, Moderate, p. 51
AACSB Analytic, Strategy

55. _____ was the first person to group managers' duties into basic functions of planning, organizing, and leading.
- a. Henry Ford
 - b. Frederick Taylor
 - c. Frank Gilbreth
 - d. Henri Fayol

ANSWER: D, Knowledge, Difficult, p. 51
AACSB Analytic, Creation of Value

56. Erin Hyslop is working for a large manufacturing company. As a middle manager, she has been trained that employees should only report to one manager. This policy supports Fayol's _____ principle.
- a. division of labor
 - b. unity of command
 - c. scalar chain
 - d. discipline

ANSWER: B, Application, Easy, p. 51
AACSB Analytic, Strategy

57. Lisa Schulte believes that managers have the right to give orders in an effort to get things done. Schulte believes in Fayol's _____ principle.
- a. authority
 - b. unity of command
 - c. centralization
 - d. unity of direction

ANSWER: A, Application, Moderate, p. 51
AACSB Analytic, Creation of Value

58. Denise Millen is a manager with Marriott International, one of the most successful hotel operators. She strongly believes managers have the right to give orders to get things done. This philosophy supports the _____ principle adopted by Henri Fayol.
- a. subordination of individual interest to the common good
 - b. unity of command
 - c. authority
 - d. stability and tenure of staff

ANSWER: C, Application, Moderate, p. 51
AACSB Analytic, Creation of Value

59. Traditional management **does not** recognize workers' need for _____.
- a. protection from abuse by employers
 - b. social relationships
 - c. job security
 - d. career progression

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ANSWER: B, Knowledge, Moderate, p. 52

AACSB Analytic, Individual Dynamics

60. Don Childress works for Ford Motor Company. He has found that the company has an elaborate authority structure. One of the major disadvantages to this type of organizational structure is _____.
- a. potential for harassment
 - b. centralization
 - c. rigidity
 - d. lower wages

ANSWER: C, Application, Moderate, p. 52

AACSB Reflective Thinking, Strategy

61. Betty Trant believes that well-defined rules will ensure efficient performance in her organization. This is consistent with all of the following management theorists **except** _____.
- a. Frederick Taylor
 - b. Henry Gantt
 - c. Max Weber
 - d. all of the above

ANSWER: B, Application, Difficult, pp. 51-53

AACSB Reflective Thinking, Creation of Value

62. The focus of bureaucratic management is on _____.
- a. the whole organization
 - b. the employee
 - c. the manager
 - d. the environment

ANSWER: A, Knowledge, Moderate, p. 52

AACSB Analytic, Creation of Value

63. The focus of scientific management is on _____.
- a. the whole organization
 - b. the employee
 - c. the manager
 - d. the environment

ANSWER: B, Knowledge, Moderate, p. 52

AACSB Analytic, Creation of Value

64. The focus of administrative management is on _____.
- a. the whole organization
 - b. the employee
 - c. the manager
 - d. the environment

ANSWER: C, Knowledge, Moderate, p. 52

AACSB Analytic, Creation of Value

Learning Goal 2

CHAPTER 2: LEARNING FROM THE HISTORY OF MANAGEMENT THOUGHT

Behavioral Viewpoint

65. A key feature of the behavioral viewpoint is the emphasis on _____.
a. the human aspects of the organization
b. motivating workers through use of economic incentives
c. mathematical modeling of organizational processes
d. standardizing employees' behavior

ANSWER: A, Knowledge, Easy, p. 53
AACSB Analytic, Creation of Value

66. The behavioral viewpoint, a 20th century phenomenon, was influenced by:
a. civil rights
b. labor unions
c. higher education
d. World War II

ANSWER: B, Knowledge, Moderate, p. 53
AACSB Analytic, Creation of Value

67. Which of the following is **not** an aspect of the behavioral viewpoint?
a. how managers do what they do
b. management's efforts to lead and communicate
c. analysis of decision affects on other departments
d. assumptions relating to high-performance team members

ANSWER: C, Knowledge, Difficult, p. 53
AACSB Analytic, Creation of Value

68. The writings of Mary Parker Follett constituted one of the cornerstones of early management thought. Her emphasis on the dynamics of management and _____ was in sharp contrast to the viewpoints of Weber, Fayol, and Taylor.
a. not involving workers in solving problems
b. static management thought
c. fixed authority
d. involving workers in solving problems

ANSWER: D, Knowledge, Moderate, p. 53
AACSB Analytic, Creation of Value

69. Laurie Hinckel has recently been promoted to a management position within Baker Hughes. Her personal philosophy is that management is a continuous process and that if a problem has been solved, the method used to solve it probably generated new problems. This philosophy parallels the philosophy of _____.
a. Terence Hill
b. Max Weber
c. Mary Parker Follett
d. Joan Woodward

ANSWER: C, Application, Moderate, p. 54
AACSB Analytic, Creation of Value

70. Mary Parker Follett studied how managers did their jobs by observing them at work. She

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developed principles of coordination for managers to apply. Which of the following is **not** one of the principles of coordination?

- a. Coordination is best achieved when the people responsible for making a decision are working autonomously.
- b. Coordination must be worked at continuously.
- c. Coordination should address all of the factors in a situation.
- d. Coordination during the early stages of planning and project implementation is essential.

ANSWER: A, Knowledge, Difficult, p. 54

AACSB Analytic, Creation of Value

71. Karen Sweden is well thought of by her peers within the retail industry. Sweden thinks that subordinates should be involved in the decision-making process whenever they are affected by a decision. Sweden adopted this philosophy after studying _____.
- a. Joan Woodward
 - b. Elton Mayo
 - c. Lillian Taylor
 - d. Mary Parker Follett

ANSWER: D, Application, Moderate, p. 54

AACSB Reflective Thinking, Creation of Value

72. John Mackey, president of Whole Foods Supermarkets, believes that by placing responsibility and authority at the store and team level rather than at corporate headquarters, employees are encouraged to make decisions that affect their daily work. What theorist advocated this approach?
- a. Max Weber
 - b. Mary Parker Follett
 - c. Frederick Taylor
 - d. Joan Woodward

ANSWER: B, Application, Moderate, p. 54

AACSB Reflective Thinking, Creation of Value

73. Which of the following statements **does not** follow from Barnard's acceptance theory of authority?
- a. Employees will follow orders if they believe that the orders are consistent with organizational goals.
 - b. Employees will follow orders if they understand what is required.
 - c. Employees will follow orders if they have had the proper training.
 - d. Employees will follow orders if they see positive benefits to themselves in carrying out management's orders.

ANSWER: C, Knowledge, Difficult, p. 54

AACSB Analytic, Creation of Value

74. Which of the following statements is true according to the views of Chester Barnard?
- a. Successful management depends on avoiding relationships with those outside the organization.
 - b. Managers' main roles are to communicate with employees and motivate them to work hard to help achieve the organization's goals.
 - c. The organization should have an independent relationship with its suppliers.
 - d. The external environment is not a major factor in the success of an organization.

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ANSWER: B, Knowledge, Difficult, p. 54
AACSB Analytic, Creation of Value

75. The strongest support for the behavioral viewpoint emerged from the _____ studies.
- a. Gantt
 - b. Taylor
 - c. Hawthorne
 - d. time-and-motion

ANSWER: C, Knowledge, Easy, p. 55
AACSB Analytic, Creation of Value

76. The Hawthorne studies established a concept called the Hawthorne Effect. In other words, _____.
- a. lighting conditions are the single most important element in increasing productivity
 - b. productivity cannot be an overriding concern of management
 - c. when employees are given special attention, productivity is likely to change regardless of whether working conditions change
 - d. management pressure rather than group demands has the strongest influence on worker productivity

ANSWER: C, Knowledge, Moderate, p. 55
AACSB Analytic, Creation of Value

77. The writings of Mayo and others interpreted the basic conclusions from the Hawthorne studies and helped outline the _____ viewpoint of management.
- a. behavioral
 - b. administrative
 - c. traditional
 - d. scientific

ANSWER: A, Knowledge, Moderate, p. 56
AACSB Analytic, Creation of Value

78. Anne Reeves has just accepted a management position with a local oil and gas company in Detroit, Michigan. She wants to adopt the findings of the Hawthorne studies in her management philosophy. Therefore, Reeves will recognize that _____ have (has) a significant influence on employee productivity.
- a. peer pressure
 - b. physiological demands
 - c. financial controls
 - d. management demands

ANSWER: A, Application, Difficult, pp. 55-56
AACSB Analytic, Creation of Value

79. TDIndustries (TDI) has created a culture of teamwork that promotes high performance and longevity based on the concept of _____.
- a. proactive mentoring
 - b. results based performance
 - c. reward leadership

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d. servant leadership

ANSWER: D, Knowledge, Moderate, p. 56
AACSB Analytic, Creation of Value

80. TDIndustries (TDI) has created a culture of teamwork that promotes high performance and longevity based on the concept of serving and meeting the needs of others. Which of the following is not included in *servant leadership*?
- a. working together
 - b. equality of pay
 - c. listening
 - d. mentoring

ANSWER: B, Knowledge, Moderate, p. 56
AACSB Analytic, Creation of Value

81. Harold MacDowell, CEO of TDI, used the _____ viewpoint of management.
- a. contingency
 - b. administrative
 - c. systems
 - d. behavioral

ANSWER: D, Knowledge, Moderate, p. 56
AACSB Analytic, Creation of Value

82. Which of the following is **not** a basic assumption of the behavioral viewpoint?
- a. Employees need to be coerced to work, which causes a greater emphasis on management demands versus peer pressure.
 - b. Managers need to involve subordinates in coordinating work to improve efficiency.
 - c. Employees are most likely to respond to managers who can help them satisfy their needs.
 - d. Employees are motivated by social needs and get a sense of identity through their associations with one another.

ANSWER: A, Knowledge, Difficult, p. 57
AACSB Analytic, Creation of Value

83. The basic assumptions of the behavioral viewpoint may not always hold in practice. The negative effects of _____ won't be overcome by the presence of pleasant co-workers.
- a. a poorly structured organization
 - b. poor communication
 - c. an aloof boss
 - d. all of the above

ANSWER: D, Knowledge, Moderate, p. 57
AACSB Analytic, Creation of Value

Learning Goal 3

Systems Viewpoint

84. The systems viewpoint of management represents an approach to solving problems by _____.
- a. diagnosing inputs, transformation processes, outputs, and feedback
 - b. focusing on the individual to solve problems
 - c. looking at the scheduling routines of businesses, such as in the airline industry

CHAPTER 2: LEARNING FROM THE HISTORY OF MANAGEMENT THOUGHT

- d. examining the social structure of a team assigned to the problem

ANSWER: A, Knowledge, Easy, p. 58

AACSB Analytic, Creation of Value

85. Fulchu Li, an operations manager at Continental Airlines, requested that five extra aircraft be available for flying previously unscheduled charter flights from Los Angeles to San Francisco. Li's vice president denied the request because she knew that this use would delay several inspections of the aircraft, thereby disrupting the entire maintenance schedule. Which viewpoint has been applied?
- a. bureaucratic
 - b. systems
 - c. administrative
 - d. traditional

ANSWER: B, Application, Difficult, p. 58

AACSB Analytic, Creation of Value

86. The military pioneered _____ as a problem-solving methodology relating to war production and logistics.
- a. the contingency viewpoint
 - b. division of labor
 - c. the systems viewpoint
 - d. total quality management

ANSWER: C, Knowledge, Moderate, pp. 57-58

AACSB Analytic, Strategy

87. At a university, _____ would not be included as an input in the systems viewpoint.
- a. reading assignments
 - b. building
 - c. students
 - d. faculty

ANSWER: A, Application, Moderate, p. 58

AACSB Reflective Thinking, Creation of Value

88. In the systems viewpoint, the transformation processes change inputs into _____.
- a. human capital
 - b. outputs
 - c. material
 - d. information

ANSWER: B, Knowledge, Easy, p. 58

AACSB Analytic, Creation of Value

89. The technology used in the systems viewpoint is known as a(n) _____.
- a. input
 - b. feedback
 - c. transformation process
 - d. output

ANSWER: C, Knowledge, Moderate, p. 58

AACSB Technology, Creation of Value

CHAPTER 2: LEARNING FROM THE HISTORY OF MANAGEMENT THOUGHT

90. In the systems viewpoint, management's role is to guide transformation processes by planning and _____.
a. organizing
b. leading
c. controlling
d. all of the above

ANSWER: D, Knowledge, Easy, p. 58
AACSB Analytic, Creation of Value

91. A company that produces standardized products without communication from its customers operates in a(n) _____ system.
a. open
b. routine
c. hierarchical
d. closed

ANSWER: D, Application, Moderate, p. 58
AACSB Analytic, Creation of Value

92. Managers in Motorola's marketing department are constantly attempting to develop new products or services to satisfy customers' telecommunications desires. It monitors what competitors are doing and then develops ways to deliver better quality and service at a lower price. Motorola has adopted a(n) _____ system.
a. open
b. routine
c. hierarchical
d. closed

ANSWER: A, Application, Moderate, p. 58
AACSB Reflective Thinking, Creation of Value

93. Closed systems _____ interaction with the external environment.
a. feature
b. are unrelated to
c. maximize
d. limit

ANSWER: D, Knowledge, Easy, p. 58
AACSB Analytic, Creation of Value

94. _____ is information about a system's status and performance.
a. Viewpoint
b. Feedback
c. Direction
d. Status

ANSWER: B, Knowledge, Easy, p. 58
AACSB Analytic, Creation of Value

95. Quantitative techniques include all of the following characteristics **except** _____.
a. the primary focus is on decision making
b. alternatives are based on economic criteria

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- c. computers are ideal, but not necessary
- d. mathematical models are used

ANSWER: C, Knowledge, Difficult, p. 59
AACSB Analytic, Creation of Value

96. Today, many small businesses use their own computers. Ready-to-use software packages, such as Microsoft Windows and Excel, enable small-business owners and managers to utilize programs for accounts payable and inventory control. These are all components of _____ techniques.
- a. qualitative
 - b. quantitative
 - c. boundary-spanning
 - d. bureaucratic

ANSWER: B, Application, Moderate, p. 59
AACSB Analytic, Creation of Value

97. Quantitative decision-making techniques lack which of the following characteristics?
- a. analysis of inputs, transformation processes, and outputs
 - b. software that is usable on desktop computers.
 - c. a primary focus on direct actions managers can take
 - d. alternative actions presented in measurable terms

ANSWER: D, Knowledge, Difficult, p. 59
AACSB Analytic, Creation of Value

98. A *blog* is a _____.
- a. journal that is available on the web
 - b. conversation between a manager and a subordinate
 - c. text message between two people using cell phones
 - d. news communication by any major news organization

ANSWER: A, Knowledge, Easy, p. 59
AACSB Analytic, Creation of Value

99. A *brand blog attack* can do all of the following **except**:
- a. expose a design flaw in a product.
 - b. criticize a company for its political positions
 - c. create a positive image among consumers about a company's outputs
 - d. allow one company to anonymously critique a competitor

ANSWER: C, Knowledge, Moderate, p. 60
AACSB Analytic, Creation of Value

Learning Goal 4

Contingency Viewpoint

100. The contingency viewpoint is also called the _____ approach.
- a. classical
 - b. situational
 - c. behavioral
 - d. network

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ANSWER: B, Knowledge, Easy, p. 61

AACSB Analytic, Creation of Value

101. The _____ viewpoint contends that management practices should be consistent with the requirements of the external environment, technology, and capabilities of the people involved.
- a. behavioral
 - b. administrative
 - c. systematic
 - d. contingency

ANSWER: D, Knowledge, Easy, p. 61

AACSB Analytic, Creation of Value

102. The essence of the contingency viewpoint is that management practices should be consistent with the requirement of the external environment, the technology used, and the _____.
- a. people who work for the organization
 - b. customers who purchase products made the organization
 - c. organization's external customers
 - d. firms that supply inputs to an organization

ANSWER: A, Knowledge, Moderate, p. 61

AACSB Analytic, Creation of Value

103. Which of the following is **not** one of the contingency variables in the contingency viewpoint?
- a. external environment
 - b. technology
 - c. people
 - d. customer service

ANSWER: D, Knowledge, Moderate, pp. 61-62

AACSB Analytic, Creation of Value

104. The relative importance of each contingency variable _____.
- a. is dictated by the company's strategy
 - b. is determined by the firm's industry structure
 - c. depends on the type of managerial problem being considered
 - d. All of the above are correct.

ANSWER: D, Knowledge, Moderate, p. 62

AACSB Analytic, Creation of Value

105. Which of the following is **not** an example of a technology?
- a. machines
 - b. inputs
 - c. tools
 - d. knowledge

ANSWER: B, Knowledge, Easy, p. 62

AACSB Analytic, Creation of Value

106. In China, Phillips has more than 20,000 employees. In India, Phillips has 1,500 software engineers. The Indian factory is more efficient than the Chinese factory; however, Phillips continues to operate in both countries. Philips must continue to operate in both countries

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because of the _____ in India.

- a. lack of communication
- b. lack of innovation
- c. poor roads
- d. poor technology

ANSWER: C, Knowledge, Moderate, p. 62

AACSB Analytic, Group Dynamics

107. Phillips is using India as a test country to see if it can sell new products to _____ people.

- a. rural "poor"
- b. multicultural
- c. sophisticated
- d. uneducated

ANSWER: A, Knowledge, Easy, p. 62

AACSB Analytic, Group Dynamics

108. Which of the following is a criticism of the contingency viewpoint?

- a. It is not flexible.
- b. It does not use knowledge from other managerial approaches.
- c. It is too novel and unique.
- d. It really offers nothing new and is merely a meshing of techniques from other viewpoints of management.

ANSWER: D, Knowledge, Moderate, p. 63

AACSB Analytic, Creation of Value

Learning Goal 5

Quality Viewpoint

109. _____ is the continuous process of ensuring that every aspect of production builds quality into the product.

- a. Total Quality Management (TQM)
- b. Re-engineering
- c. The Deming Prize
- d. Six-sigma technology

ANSWER: A, Knowledge, Easy, p. 63

AACSB Analytic, Creation of Value

110. The quality control process generally focuses on _____.

- a. inputs
- b. transformation operations
- c. outputs
- d. All of the above.

ANSWER: D, Knowledge, Moderate, p. 64

AACSB Analytic, Creation of Value

111. Deming believed that poor quality is _____ percent a management problem and _____ percent a worker problem.

- a. 85, 15

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- b. 15, 85
- c. 60, 40
- d. 50, 50

ANSWER: A, Knowledge, Difficult, p. 64
AACSB Analytic, Creation of Value

112. Which of the following statements is **false** regarding the use of statistical process control?
- a. The use of statistical process control is one of Deming's key recommendations.
 - b. Statistical process control methods have been available for decades.
 - c. Statistical process control involves the use of qualitative methods and procedures.
 - d. Statistical process control methods serve primarily as preventive controls.

ANSWER: C, Knowledge, Difficult, p. 64
AACSB Analytic, Creation of Value

113. Quality dimensions generally are measured by _____.
- a. specially trained quality control supervisors
 - b. variable or by attribute
 - c. those who have studied the Deming prescriptions
 - d. inputs and outputs

ANSWER: B, Knowledge, Difficult, p. 65
AACSB Analytic, Creation of Value

114. Successfully offering high quality to customers typically results in important benefits for an organization. Which of the following is **not** typically one of these benefits?
- a. decreased external competition
 - b. lower costs and higher market share
 - c. decreased product and service liability
 - d. a positive company image

ANSWER: A, Knowledge, Moderate, p. 66
AACSB Analytic, Creation of Value

115. Jeffrey Swartz, CEO of Timberland, believes that the idea of _____ is a vision around which he can create a more committed, productive, efficient, and loyal workforce.
- a. maximizing shareholder profits
 - b. helping others
 - c. delegating responsibility
 - d. understanding strategy

ANSWER: B, Knowledge, Difficult, p. 67
AACSB Analytic, Creation of Value

116. At Timberland, core values are practiced by all employees. These values include all of the following **except**:
- a. humanity
 - b. integrity
 - c. ingenuity
 - d. excellence

ANSWER: C, Knowledge, Easy, p. 67
AACSB Analytic, Creation of Value

CHAPTER 2: LEARNING FROM THE HISTORY OF MANAGEMENT THOUGHT

Essay Questions

Learning Goal 1

1. Describe two of the three branches of the traditional viewpoint of management: bureaucratic, scientific, and administrative.
 - a. Bureaucratic management provides a blueprint of how an entire organization should operate. It prescribes seven characteristics: a formal system of rules, impersonality, division of labor, a hierarchical structure, a detailed authority structure, lifelong career commitment, and rationality. Together, these characteristics represent a formal, somewhat rigid method of managing.
 - b. Scientific management focuses on individuals and their machines or tools. Its philosophy is that management practices should be based on proven fact and observation, not hearsay or guesswork.
 - c. Administrative management focuses on the manager and basic managerial functions: planning, organizing, leading and controlling.

Difficult, pp. 40–52

2. Discuss the work of specific scientific management theorists.

Scientific management theorists tried to find ways to make workers more productive through the use of observation. Frederick Taylor thought managers should be able to make individual workers more efficient. He used time-and-motion studies to improve worker–machine relationships by eliminating wasted effort. Frank and Lillian Gilbreth also used time-and-motion studies, adding motion picture technology. Lillian’s emphasis was on the welfare of workers. Henry Gantt applied control systems that featured charts and visual plans that are still in use today. He also initiated quota and bonus systems to reward workers.

Easy, pp. 49–50

3. Describe the ways that TDIndustries (TDI) deploys its teamwork competency in recognition that people are its most important asset.

TDI’s concept of servant leadership involves managerial perceptions of themselves as servants to the needs of the workers. The CEO can be observed working in a cubicle like other employees, answering his own phone, and not having special parking privileges. Workers are holders of TDI stock and power is shared in decision making processes. Managers are team builders who are trained to see the employees’ perspective rather than force their own way. They are supposed to be people builders who lift their subordinates up rather than hold them down.

New hires are assigned a mentor and brought into discussion groups that train the new hire in the aspects of servant leadership such as sharing of power, listening, and trusting others. A partnership mentality is fostered between management and workers.

Moderate, p. 56

Learning Goals 1 and 2

CHAPTER 2: LEARNING FROM THE HISTORY OF MANAGEMENT THOUGHT

4. What are the differences and similarities between scientific management and behavioral viewpoints?
 - a. Scientific management looked to the following:
 - (1) standardized work methods,
 - (2) scientific selection of workers, and
 - (3) use of monetary incentives to increase productivity.
 - b. The behavioral viewpoint took the position that
 - (1) employees are motivated by social needs and get a sense of identity through their associations with one another, or
 - (2) employees are more responsive to the social forces exerted by their peers than to management's financial incentives and rules, or
 - (3) employees are most likely to respond to managers who can help them satisfy their needs, and
 - (4) managers need to coordinate the work of their subordinates participatively in order to improve efficiency.
 - c. Both approaches were targeting greater output from the individual worker.

Difficult, pp. 49-50, 53-56

Learning Goal 2

5. What is the behavioral viewpoint's contribution to the field of management?

During the 1920s and 1930s, the United States and other industrialized nations experienced radical social and cultural changes. Against this backdrop of change, managers were forced to recognize that people have needs, cherish values, and want respect. They were now leading workers who did not appear to exhibit what the early traditional management theorists had thought was rational economic behavior. By exploring these inconsistencies, those who favored a behavioral viewpoint of management gained recognition. The behavioral viewpoint (sometimes called the human relations viewpoint), focuses on dealing effectively with the human aspects of organizations. Its proponents look at how managers do what they do, how managers lead subordinates and communicate with them, and why managers need to change their assumptions about people if they want to lead high-performance teams and organizations.

Moderate, pp. 53, 57

6. Describe two of Mary Parker Follett's principles of coordination and two of her beliefs.
 - a. Coordination is best achieved when the people responsible for making a decision are in direct contact.
 - b. Coordination during the early stages of planning and project implementation is essential.
 - c. Coordination should address all the factors in a solution.
 - d. Coordination must be worked at continuously.
 - e. Follett believed that the people closest to the action could make the best decisions.
 - f. She believed that first-line managers should not only plan and coordinate workers' activities, but also involve them in the process.
 - g. Follett also believed that managers at all levels should maintain good working relationships with their subordinates.

Difficult, pp. 53-54

CHAPTER 2: LEARNING FROM THE HISTORY OF MANAGEMENT THOUGHT

Learning Goal 3

7. What is the systems viewpoint and its basic elements?
- a. The systems viewpoint of management represents an approach to solving problems by diagnosing them within a framework of inputs, transformation processes, outputs, and feedback.
 - b. The system may be an individual, a group, a department, or an entire organization.
 - c. Inputs are the physical, human, material, financial, and information resources that enter a transformation process.
 - d. Transformation processes comprise the technologies used to convert inputs into outputs.
 - e. Outputs are the original inputs as changed by a transformation process.
 - f. Feedback is information about a system's status and performance.
 - g. In the systems viewpoint, management's role is to facilitate transformation processes by planning, organizing, leading, and controlling

Difficult, pp. 57–58

8. What are three characteristics of quantitative techniques?
- a. The primary focus is on decision making. The solution identifies direct actions that managers can take.
 - b. Alternatives are based on economic criteria. Alternative actions are presented in terms of measurable criteria, such as costs, revenues, return on investment, and tax implications.
 - c. Mathematical models are used. Situations are simulated and problems are analyzed by means of mathematical models.
 - d. Computers are essential. Computers are used to solve complex mathematical models that would be too costly and time-consuming to process manually.

Difficult, pp. 58-59

CHAPTER 2: LEARNING FROM THE HISTORY OF MANAGEMENT THOUGHT

Learning Goal 4

9. Explain the contingency viewpoint in modern management.

The contingency viewpoint, or the situational approach, encourages managers to use the concepts and methods of the traditional, behavioral, and systems viewpoints, depending on the circumstances that they face at the time. Managers are expected to determine which methods are likely to be more effective than others in a given situation. The essence of the contingency viewpoint is that management practices should be consistent with the requirements of the external environment, the technology used to make a product or deliver a service and the people who work for the organization.

Moderate, pp. 61-62

Learning Goal 5

10. What is the impact of the quality viewpoint on management practices?

The quality viewpoint emphasizes achieving customer satisfaction through the provision of high-quality goods and services. Thus, the focus of the quality viewpoint is the customer, who ultimately defines quality in the marketplace. The quality viewpoint typically results in three important benefits for the organization: positive company image, lower costs and higher market share and decreased product liability.

Moderate, pp. 63-66