

Student name: _____

Technical skills are more important than human relations skills.

true

false

Human relations is just common sense.

true

false

Developing good human relationships is critical to personal and professional success.

true

false

Leaders are born, not made.

true

false

Leadership skills are inborn and cannot be developed.

true

false

The goal of human relations is to create a win-win situation by satisfying employee needs while achieving organizational objectives.

true

false

The total person approach recognizes that an organization employs the whole person, not just their job skills.

true

false

The focus of the first level of behavior is on the organization as a whole.

true

false

Effective teamwork begins with the team and ends with individual-level outcomes.

true

false

The systems approach focuses on the whole system with an emphasis on the relationships between its parts.

true

false

Businesses during the Industrial Revolution were concerned with profits, not employees, and managers viewed people only as a source of production.

true

false

The Hawthorne effect focuses on the fact that all people in an organization are affected by at least one other person, and each person affects the whole group or organization.

true

false

Transactional analysis integrates common business practices in the United States and Japan into one middle-ground framework appropriate for use in the United States.

true

false

Frederick Taylor is known as the “founder of scientific management.”

true

false

Being right is good enough even if it hurts human relations in an organization.

true

false

Human relations take place at the individual, group, and organizational levels.

true

false

Leadership skills are always based on one's managerial skills.

true

false

Interpersonal skill is the ability to work well with a diversity of people.

true

false

Which of the following statements is a myth about human relations?

People are an organization's most valuable asset.

Leaders are born, not made.

High-quality relationships are important to success.

A human relations course is as important as a technical course.

Which of the following statements is a fact about human relations?

Leaders are born, not made.

Human relations is just common sense.

Technical skills are more important than human relations skills.

People are an organization's most valuable resource.

Which of the following is an organization's most valuable resource?

infrastructure

technology

people

land

Which of the following is the most common cause of management failure?

technological setbacks

lack of recreational facilities

low wages

faulty human relations skills

Which of the following statements is a myth about human relations?

Human relations skills are more important than technical skills.

Leadership skills can be developed.

Effective leaders have good human relations skills.

Human relations is just common sense.

The goal of _____ is to create a win–win situation by satisfying employee needs while achieving organizational objectives.

human relations

production

zero-sum condition

cooperative games

Which of the following occurs when the organization and the employees both get what they want?

a zero-sum situation

a win–win situation

high-directive–low-supportive (HD–LS) behavior

a win–lose situation

The _____ recognizes that an organization employs the whole individual, not just his or her job skills.

expectancy procedure

personality method

total person approach

skill realization style

Which of the following is true of Robert Owen, “the real founder” of personnel administration?

He believed that profit can be increased by increasing an employee's working hours.

He employed children under the age of 9, though other entrepreneurs did not hire children below 11 years of age.

He believed that employers should not be responsible for providing adequate food and housing to employees.

He improved his workers' working conditions.

Jose and Steve are part of a sales team for a multinational company. They attend all project meetings together and work together on projects. They also support each other to meet the sales objectives. Identify the behavior shown by Jose and Steve.

group behavior

individual behavior

high-directive–low-supportive (HD–LS) behavior

high-directive–high-supportive (HD–HS) behavior

“Dina is allowed to go home an hour earlier than the rest of us because her babysitter leaves at four.” This statement exemplifies

performance.

the total person approach.

the systems effect.

organization.

“Meena is a new employee who greets everyone and is hardworking.” This statement exemplifies

performance.

the total person approach.

behavior.

the systems effect.

"The members of a marketing department are having a meeting. There is a lot of disagreement over the content of the next advertisement." This scenario best illustrates the _____ level of behavior.

individual

customary

organizational

group

“The manager is developing a part-time employee work schedule for the next week and will be busy for a couple of hours.” This statement best illustrates the _____ level of behavior.

individual

customary

organizational

group

“The production department just set a record for the highest number of units made in an eight-hour period.” This statement best illustrates the _____ level of behavior.

individual
group
organizational
customary

In the context of developing new habits, which of the following terms refers to a reminder one can use to do a new habit?

routine
skill-building
cue
reward-change

Which of the following statements is true of the level two of behavior in a workplace?

The focus of level two is on the behavior of any one person in the organization.
The focus of level two is on the behavior and human relations within and between groups.
The focus of level two is on the organization as a whole.
The focus of level two is on identifying people's needs in order to understand what motivates them.

Daryl wants to reduce expenses on food and has decided to eat home-cooked meals more often. In the context of developing new habits, which of the following steps he takes would be considered a reward for the change he is making in his life?

writing down a grocery list to make sure the kitchen is stocked with ingredients to cook at home
learning recipes of dishes he generally likes eating at restaurants
ordering take-out after making sure he has eaten at least 10 home-cooked meals
inviting friends over instead of meeting them at restaurants

Under the _____, all people in an organization are affected by at least one other person, and each person affects the whole group or organization.

total person approach

zero-sum condition

construct mechanism

systems effect

Popularly called _____ and rooted in the behavioral sciences, the science of human relations was developed in the late 1940s.

organizational behavior

occupational dynamics

operational science

scientific management

Which of the following was an assumption made by scientific managers?

Money was not the only motivation for workers.

Workers always acted rationally.

Profit would be increased if employees worked shorter hours.

Food and housing were the prime motivation for workers.

During the 1960s, _____ published Theory X and Theory Y.

Douglas McGregor

Frederick Taylor

Eric Berne

Elton Mayo

Elton Mayo is known as the

first manager-entrepreneur.

real founder of personnel administration.

founder of human relations.

founder of scientific management.

Which of the following refers to an increase in performance caused by the special attention given to employees, rather than tangible changes in the work?

taylorism

functionalism

scientific management

the Hawthorne effect

_____ integrates common business practices in the United States and Japan into one middle-ground framework appropriate for use in the United States.

Theory Z

Systems theory

Contingency theory

Hybrid theory

_____ introduced transactional analysis during the 1960s.

William Ouchi

Eric Berne

Douglas McGregor

Peter Drucker

The research conducted by _____ to determine the characteristics of successful organizations was later criticized during the 1980s.

Eric Berne

William Ouchi and Douglas McGregor

Elton Mayo

Thomas Peters and Robert Waterman

Eric Berne introduced the concept of
sensitivity training.

transactional analysis.

the Hawthorne effect.

Theory Z.

Who developed Theory Z?

Robert Owen

Eric Berne

William Ouchi

Elton Mayo

According to the domain model of managerial education, which of the following competencies is a technical skill?

intrapersonal skills

interpersonal skills

leadership skills

business skills

“We need to provide facilities to help our employees develop new skills.” Which of the following challenges in the field of human relations does this statement reflect?

globalization

ethics

learning and knowledge

diversity

“The new batch of executives needs to be trained on the company’s social networking platform.” Which of the following challenges in the field of human relations does this statement reflect?

crisis

ethics

diversity

technology

“There are many Asians and Europeans working in our company.” Which of the following challenges in the field of human relations does this statement reflect?

diversity

ethics

crisis

technology

Which of the following is a human relations guideline?

being narcissistic

acting before one thinks

calling people by their names

being physically fit

Jonah is an engineering manager at Vroom Motors Limited. Vroom recently launched a minivan, but the minivan has technical problems in its ignition system. The company decides to recall all the minivans from the market. Jonah is trying to convince the management that his team can come up with a solution for the technical problems quickly and that the sales of the minivan would increase rapidly after the relaunch. Which of the following guidelines for effective human relations is Jonah following in this scenario?

thinking before acting

being self-centered

developing a sense of humor

being optimistic

The systems approach was developed by

Russell Ackoff.

Frederick Taylor.

Peter Drucker.

Eric Berne.

Which of the following statements is *most* likely to make people defensive and cause arguments?

“You are late.”

“You are wrong.”

“I admit.”

“I understand completely.”

Aaron has started working for a new firm. There are 30 people on his floor. He is having problems remembering their names. Which of the following should Aaron do to improve his ability to recall names?

He should address them with titles like “Mister” or “Miss” and not worry about remembering names.

He should call people by their names two or three times while talking to them.

He should maintain a notebook with people's names and their photos.

He should ask them their names every time he meets them.

Mia, an employee at MegaWorks Corp., has been on the job for only a week. She needs to ask the accountant some questions, but she does not remember his name. Which of the following would be most appropriate for Mia to do before contacting the accountant?

She should ask someone for the accountant's name.

She should ask the accountant his name once again.

She should address the accountant with a title like “Sir.”

She should get the work done without using his name.

“Although there are a lot of differences in the team, Theo, the supervisor, does not seem deterred.” Which of the following *best* describes Theo’s behavior?

being humorous

being genuinely interested in other people

being indifferent to problems

being optimistic

“Our supervisor, Kai, is a great guy. He appreciates the work we do and inspires us to perform better.” Which of the following *best* describes Kai’s behavior?

being positive

being humorous

being politically correct

using people

Which of the following statements *best* defines how to solve human relations problems?

Excuse rather than accuse.

Blame others for your failure.

Ignore the good in people.

Forgive others but hold a grudge.

Shyam is the manager of the employee grievance group at Victor Motors Company. He addresses employees’ issues in the company and tries his best to resolve them. Identify the guideline for effective human relations used by Shyam in this scenario.

acting before thinking

being genuinely interested in oneself

being optimistic

listening to people

acting before thinking

being optimistic

Which of the following is the *best* way to get what you want?

being self-focused

changing the other person

changing the situation

helping other people get what they want and vice versa

Darnell is a quality control manager at Vittel Glass Manufacturing. He shouts at subordinates when they fail to meet his expectations. This has severely affected his relationships with his subordinates. Which of the following is a guideline for effective human relations that Darnell should follow in order to correct this?

He should think before acting.

He should listen to other managers.

He should create a win-lose situation in the company.

He should be genuinely interested in himself.

Which of the following is the *best* logical choice to resolve a human relations problem?

changing oneself

changing the situation

changing the other person

ignoring the problem

_____ skill is the ability to work well with a diversity of people.

Internal

Holistic

Interpersonal

Metaphysical

_____ is the ability to influence others and work well in teams.

Authority

Power

Omnipotence

Leadership skill

Which of the following is within the individual and includes characteristics such as personality, attitudes, self-concept, and integrity?

intrapersonal skills

interpersonal skills

leadership skills

expert power

In your own words, explain why human relations skills are important to you. How will they help you in your career?

Give an example, personal if possible, of a situation in which the goal of human relations was met. Explain how the individual's needs were met and how the organizational objectives were achieved.

Give a specific example, personal if possible, that supports the total person approach. Explain how an individual's job performance was affected by off-the-job problems.

Give two specific examples of your involvement in human relations—one positive and one negative. Also, identify the level of behavior for each example.

Give two specific examples of how human relations affected your performance—one positive and the other negative. Be specific in explaining the effects of human relations in both cases.

Give a specific example, personal if possible, of the Hawthorne effect. It could be when a teacher, coach, or boss gave you special attention that resulted in your increased performance.

Explain how one of the trends or challenges in the field of human relations could personally affect your human relations.

Do you believe that you can and will develop your human relations abilities and skills through this course? Explain your answer.

Which 2 of the 10 human relations guidelines need the most effort on your part? Which two need the least? Explain your answers.

Give a specific example of a human relations problem in which you elected to change yourself rather than the other person or situation. Be sure to identify your changed behavior.

In your opinion, which myth about human relations holds back the development of human relations skills more than any of the others?

Which person's contribution to the history of human relations do you find to be the most impressive?

Which one of the trends or challenges do you believe is the most relevant to the field of human relations?

Which 1 of the 10 guidelines for effective human relations do you think is the most important?

How can a person resolve human relations problems?

Of the intrapersonal, interpersonal, and leadership skills, which one is your strongest? Your weakest?

What are the myths about human relations? Explain them.

What is the goal of human relations? Explain the total person approach.

Explain the three levels of behavior.

Define performance and explain how the systems effect affects performance.

What is the Hawthorne effect? How did managers use the knowledge of the Hawthorne studies?

What are some of the trends and challenges of human relations?

What are the 10 human relations guidelines?

How do human relations problems occur? Explain the three alternatives to resolving a human relations problem.

What are competencies? Define the three human relation skills.

The term _____ means interactions among people.

A(n) _____ is a group of people working to achieve one or more objectives.

In the context of developing new habits, a(n) _____ involves doing a new habit.

Friendships at work have no impact on our overall happiness.

true

false

What is a major cause of unhappiness?

being self-aware

being honest

being selfish

being stubborn

What are some ways to improve our mindfulness?

Answer Key

Test name: Ch1_Human Relations in Organizations_2025

FALSE

FALSE

TRUE

FALSE

FALSE

TRUE

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Short Answer

Essay

Essay

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Essay

human relations

organization

routine

FALSE

C

Essay