

Student name: _____

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

The skill or ability to work effectively through and with other people is known as human relations.

true

false

An average performer at a workplace with good human relations skills often appears better to others than other average performers.

true

false

Poor human relations skills can make an otherwise able person seem like a poor performer.

true

false

Successful job applicants are sought as much for their business “soft skills” as their technical or occupational skills.

true

false

The ability to work with people is not an essential skill in e-commerce as there is no face-to-face interaction with customers.

true

false

Generation Y is characterized by middle-aged adults who find themselves pressed for time and finances to support their own children along with their aging parents and parents-in-law.

true

false

Small businesses feel pressure to meet the high international standards of the foreign market and of the huge multinational companies that dominate the economy.

true

false

Human relations depends significantly on good sense and judgment.

true

false

In the workplace, the key to top performance and quality work is high self-esteem.

true

false

Without trust, mutual respect is meaningless.

true

false

If a person's self-esteem is low, they will have little energy left for cultivating mutual respect.

true

false

Social self-awareness is the knowledge of how you are being perceived by others.

true

false

Social self-awareness allows individuals to know what in their own behavior is being perceived as real by other people.

true

false

Self-disclosure encourages genuineness and authenticity in your relationships with other people.

true

false

One's listening level in communication is less important than the ability to express ideas and concepts precisely.

true

false

Group dynamics is defined as the positive consideration or regard that two people have for each other.

true

false

The *Philosophy of Manufacturers*, written by Andrew Ure, suggested that workers should have medical help, good ventilation, and even sick leave.

true

false

According to Max Weber, human relations problems are caused by favoritism, nepotism, and other unfair practices.

true

false

Max Weber is known as the pioneer of scientific management.

true

false

Careful hiring followed by in-depth training and motivation of workers for increasing productivity are the key features of Frederick Taylor's scientific management approach.

true

false

Frederick Taylor is often criticized as someone who cared more about production than the needs of workers.

true

false

One of Taylor's best-known victories was the discoveries based on the Hawthorne Studies.

true

false

Mary Parker Follett identified a system of bricklaying with more than double the productivity of the old system.

true

false

From the Hawthorne Studies, Elton Mayo found that the relationships that form naturally in a workplace make up what he called the "informal organization."

true

false

The most important improvement Elton Mayo brought to human relations and management was that managers began to understand the complex needs of workers instead of seeing them mostly as people who need wages.

true

false

The Wagner Act made it illegal for employers to use scare tactics or other techniques to prevent employees from forming or joining unions.

true

false

During World War II, a scarcity of workers caused managers to improve how they treated their employees.

true

false

Theory X managers see workers as happy to work and able to assume responsibility.

true

false

Eric Berne's "Transactional Analysis" was a method of understanding interpersonal communication in a workplace.

true

false

Total Quality Management (TQM) emphasized that the final product was more important than the process of creating that product.

true

false

Remote work has made human relations less challenging.

true

false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

Identify an accurate statement about human relations.

Practicing effective human relations helps in finding quick fixes to ongoing personal issues.

It is a study in understanding human behavior in order to influence others for one's advantage.

It includes a desire to understand others, their strengths and areas of growth, and their talents and abilities.

Learning better human relations skills is a cure-all.

_____ can be classified as internal customers.

Competitors

Traditional customers

Employees of a department

Online customers

Which of the following is a reason for anti-American sentiment in the global marketplace?

Some Americans use poor human relations skills when doing business and communicating with other cultures.

Americans emphasize the process more than the product in the workplace.

Countries like China, India, and Japan have been unable to make a major impact on world markets compared with the United States.

Americans assume that having a college degree is no longer a ticket to a meaningful career.

The study of human relations is important because

it emphasizes the knowledge of computers and technology.

it reduces diversity in the workplace.

it renews emphasis on working groups.

it stresses the importance of laying emphasis on the product rather than the process.

Which of the following is a result of employee engagement?

decreased productivity

decreased profitability

reduced job satisfaction

reduced turnover

The generation of Americans born between 1965 and 1980 is referred to as the Baby Boomer generation.

Generation X.

Generation Y.

the Millennial generation.

Which of the following statements is true of the members of Generation Y?

They see workers mostly as people who need wages, so they disregard the complex needs of workers.

They feel that finding good, sustainable-wage jobs is hard and that advancement is very difficult.

They develop poor human relations with subordinates as they are influenced by hippie culture.

They see workers as lacking ambition, disliking work, and wanting security above all else.

The generation of Americans born between 1946 and 1964 is referred to as

Generation X.

the Millennials.

Generation Z.

the Baby Boomers.

Which of the following statements is true of competition in the workplace?

The increasing number of people doing business online has resulted in a decline in competition among businesses.

Competitiveness is yet to reach rural areas where small businesses still do not feel the pressure.

Because of increased competition, having a college degree is no longer a ticket to a meaningful career.

Countries such as China, India, and other Asian nations are yet to create an impact on the world markets.

Which of the following statements is true of current challenges in human relations?

Generation Y tends to find sustainable-wage jobs easy to come by but advancement a very difficult task.

Additional financial pressures in dual-career families cause workplace stress and difficulties for everyone involved.

Having a college degree guarantees a ticket to a meaningful career but seldom a well-paying job.

Small businesses seldom feel pressure to meet the high international standards of the foreign market and of the huge multinational companies that dominate the economy.

People who belong to the sandwich generation

are currently entering the job market.

are mostly in management positions.

find themselves squeezed for time and finances.

see workers as lacking ambition and disliking work.

Which of the following is *not* a characteristic of human relations?

Good human relations means being honest.

Human relations includes a desire to understand others.

Human relations skills must be developed throughout one's life.

Human relations is just common sense.

_____ and achievement of an organization's objectives are the two goals of the study of human relations.

Formulation of quick fixes for personal problems

Personal development and growth

Enhancement of informal communication channels

Identification of cure-alls for organizational problems

Which of the following statements is true about self-esteem?

Higher self-esteem improves attitude and job morale.

Self-esteem plays a minor role in human relations issues.

High self-esteem results in little energy for cultivating mutual respect.

Alcoholism, anxiety, and depression can result from high self-esteem.

What is the importance of high self-esteem in a workplace?

It is at the core of most strategic issues in organizations.

It enables an individual to understand group dynamics.

It is important for individuals working as islands of expertise.

It is the key to top performance and quality work.

Mutual respect

is the knowledge of how you are being perceived by others.

can exist only when a person's self-esteem is stable.

is the process of letting other people know what you are really thinking and feeling.

allows individuals to know what in their own behavior is being perceived as real by other people.

_____ reflects the positive side of human relations by allowing others to see what feelings and thoughts you really have.

Self-disclosure

Self-awareness

Self-esteem

Self-efficacy

Which of the following statements is true of group dynamics?

It is related to a variety of mental health issues, including alcoholism, anxiety, and depression.

It excludes the areas related to conflict management.

It gives an individual the power to force group members to do as instructed.

It is a cornerstone in the study of human relations.

_____ stated that management is about human beings, and its task is to make people capable of joint performance, to make their strengths effective and their weaknesses irrelevant.

Frederick Perls

Abraham Maslow

Peter Drucker

Stephen Covey

Robert Owen influenced the industrialists of the early 19th century by

introducing the idea that treating workers better would increase productivity and profits.

publishing a book called *The Philosophy of Manufacturers* .

recognizing the importance of careful hiring and in-depth training to increase workers' productivity.

conducting the Hawthorne Experiment.

Which of the following reforms was introduced by Robert Owen?

building company towns where workers would live in company houses

suggesting that workers should have medical help, hot tea on a regular basis, good ventilation, and even sick leave

stopping the employment of young children in his factory and encouraging his workforce to stay sober

reducing motions involved in bricklaying to five by inventing labor-saving devices and changing workers' routines

In the context of Elton Mayo's study of the Hawthorne Experiment, _____ are the driving force in workers' behavior.

human relations issues

punishments

creative competencies

ambitions

Which of the following reforms was suggested by Andrew Ure in his book *The Philosophy of Manufacturers*?

The work of the people in an organization should be done in an orderly way, with only one supervisor to whom each worker must answer.

Workers should have medical help, hot tea on a regular basis, good ventilation, and even sick leave.

One should identify "one best way" to perform a task to increase the productivity and profit.

Managers should carefully select and train workers for specific tasks.

_____ was the model suggested by Max Weber to deal with favoritism and nepotism.

Adhocracy

Hierarchy of needs

Bureaucracy

Total Quality Management

Max Weber's model helped in reducing favoritism and other unfair practices by assigning specific duties and responsibilities only on the basis of talent and ability.

assigning multiple supervisors to whom each worker must answer.

advocating careful selection and in-depth training of workers to motivate them.

implementing rules like standard work days, relaxed and regular lunch breaks, and rest periods.

How did Taylor's "optimum shovel" immediately increase the productivity at an eastern steel mill?

The shovel design allowed maximum work without the need for frequent rest periods.

The shovel reduced the motions involved in the task from 18 to 5.

The shovel was discarded to create new machinery that automatized operations and reduced human work.

The use of a single shovel for shoveling coal into the large smelters and loading cinders into waste containers ensured an increase in productivity.

Which human relations movement pioneer suggested that workers be involved in decisions affecting them?

Lillian Gilbreth

Robert Owen

Mary Parker Follett

Max Weber

What did Elton Mayo discover from the Hawthorne Experiment?

Strong bureaucracy in the organization would make up for a worker's lack of motivation, and thus the productivity would remain high.

Workers performed better because someone was paying attention to them, and they responded with higher motivation.

Managers treated workers well because they knew that the workers would be hard to replace because of the scarcity of labor.

Workers' productivity increased because they used the optimum shovel, which allowed them to work the whole day without taking too many breaks.

In the context of McGregor's management theory, Theory X managers see workers as lacking ambition.

being creative.

being able to assume responsibility.

requiring rigorous training and assistance.

Which of the following statements forms the cornerstone of Total Quality Management (TQM)?

Inflexible, static rules are potentially harmful to maintaining a productive workforce.

It places significant emphasis on the rights and needs of the individual person.

It assumes that all workers are happy to work, are able to assume responsibility, and are overall quite creative.

The process of whatever happens in an organization is more important than the product.

Proponents of _____ believe its application in the workplace will change the way businesses and employees interact with their work, increase efficiency and productivity, and enhance employee experience.

group dynamics

a growth mindset

common sense

artificial intelligence (AI)

FILL IN THE BLANK. Write the word or phrase that best completes each statement or answers the question.

A(n) _____ is someone who organizes and assumes the risks of beginning a business enterprise.

_____ is the generation that follows the Baby Boomers.

Middle-aged adults who support their older, dependent parents and raise their dependent children at the same time are often referred to as the "_____ generation."

_____ is your feeling of confidence and worth as a person.

_____ is the knowledge of how you are being perceived by others.

_____ is the process of letting other people know what you are really thinking and feeling.

The term "_____" is used to describe the force that compels people to do their tasks.

A _____ mindset is the belief that our basic abilities can be developed and improved through dedication and hard work.

The Knights of _____, an organization founded in 1869 and that was much like the labor unions that came later, denounced the bad working conditions and unfair treatment in many workplaces of the time.

In the early years of the 20th century, Frederick Taylor and others began a movement called _____ management.

One of Frederick Taylor's best-known theories was the invention of the _____ shovel, a step that helped to validate his optimum production theory.

In her later life, Lillian Gilbreth became known as "The _____ Lady of Management."

The noted psychologist Abraham Maslow devised a(n) "_____ of needs," which illustrates that people tend to satisfy their needs in a certain order.

Congress passed the _____ Act in 1935, which gave unions and union members more rights than they had enjoyed before.

Douglas McGregor's Theory _____ stated that managers see workers as lacking ambition, disliking work, and wanting security above all else.

_____ is the idea that corporate culture is based on efficiency, calculability, predictability, and control.

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

What are the various facets of human relations?

Why is human rights considered an important reason for studying human relations?

Why are human relations skills important for a manager?

How have single-parent families and divorces affected the workplace?

People who think that human relations is an unnecessary skill believe that "common sense will carry you through." Is this viewpoint correct?

Why is self-esteem at the core of most issues in human relations?

Discuss the relationship between self-esteem and mutual respect.

Why is group dynamics a cornerstone in the study of human relations?

Describe company towns that were constructed during the first decades of the Industrial Revolution.

Why did Max Weber develop the bureaucracy model?

What is Frederick Taylor best known for? Discuss his invention of the optimum shovel.

Describe the two major features of Taylor's approach to increasing efficiency.

How did Taylor's "optimum shovel" increase the productivity of the steel mill?

What were the Gilbreths best known for?

What are the three concepts of human relations that Mary Parker Follett advocated?

Describe the two important discoveries made by Elton Mayo and his Harvard colleagues from their study of the Hawthorne Experiment.

Describe the workplace situation in America during World War II.

Differentiate between McGregor's Theory X and Theory Y managers.

What were the major changes brought about in human relations during the 1960s?

Write a short explanation of Total Quality Management (TQM).

Answer Key

Test name: Ch1_Human Relations_7e

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entrepreneur

Generation X

sandwich

Self-esteem

Social self-awareness

Self-disclosure

motivation

growth

Labor

scientific

optimum

First

hierarchy

Wagner

X

McDonaldization

Short Answer

Human relations is the skill or ability to work effectively through and with other people. Human relations includes a desire to understand others, their strengths and areas for growth, and their talents and abilities. Human relations also involves an understanding of how people work together in groups, satisfying both individual needs and group objectives. If an organization is to succeed, the relationships among the people must be monitored and maintained.

Short Answer

Today, managers in the workplace have a greater awareness of their responsibilities to safeguard the rights of employees. This awareness calls for more skillful relations among employees, using tact, trust, and diplomacy with greater skill. The rights of all others involved in the dealings of an organization must be respected and protected as well.

Short Answer

For a manager, no skill area is more important than the ability to relate to, and communicate with, other employees in the company. A manager with good human relations skills will retain employees longer, be more productive, and help the organization to be more productive, while providing employees with the type of positive engagement that promotes a more enjoyable environment.

Short Answer

A divorced or newly single person typically has to go through a period of emotional recovery, during which many emotive issues can form. Such issues often adversely affect job performance and attitudes, harming relationships with bosses and fellow employees. Newly separated or single workers may also be dealing with issues of self-worth and self-esteem related to the dissolution of their relationship.

Short Answer

In the area of human relations, common sense (meaning good sense and judgment) is all too uncommon. The abuses of many workers on the job today, the misunderstandings that cost thousands of companies millions of dollars every year, the unhappiness of many employees with the jobs they have illustrate the need for a strong foundation in human relations—even if much of it seems like simple common sense.

Short Answer

Psychological research has shown that lower self-esteem is related to a variety of mental health problems, including alcoholism, anxiety, and depression—all of which cause complications on the job. Higher self-esteem, on the other hand, improves attitudes, job morale, and overall quality of life. In the workplace, high self-esteem and self-awareness are key to top performance and quality work—especially when the work directly affects other people.

Short Answer

Mutual respect is the positive consideration or regard that two people have for each other. It can exist only when the self-esteem of the individuals involved is stable. If a person's self-esteem is low, they will have little energy left for cultivating mutual respect. Mutual respect is meaningless without trust. Mutual respect and trust are critically important at all levels in an organization.

Short Answer

Whenever two or more people form a relationship, there is, in effect, a group. Once a group is formed, it immediately requires understanding, planning, and organizational tactics appropriate for groups. Thus, understanding group dynamics—the ways in which groups operate—is a cornerstone in the study of human relations.

Short Answer

Company towns were settlements, owned by the company, where workers would live in company housing, buy supplies at the company-owned store, and even send their children to a school owned by the firm. Although not popular today, this setup produced happier and more loyal workers in many cases, especially when the quality of the company town was considered high.

Short Answer

Max Weber saw human relations problems as being caused by favoritism, nepotism (playing favorites with family members), and other unfair practices. In Weber's time, most European companies were managed like extended families. Employees were loyal to a single person, rather than to the company goals or mission statement. Weber came up with the bureaucratic organizations approach, a system that was meant to be impersonal and rational. This approach reduced favoritism and many other unfair practices.

Short Answer

In the early years of the 20th century, Frederick Taylor and others began a movement called scientific management. Most people today who have heard of Taylor think of him as an industrial engineer who tried to find the “one best way” to do a job. One of Taylor's best-known accomplishments was the invention of the optimum shovel, which helped to validate his optimum production theory.

Short Answer

Taylor's approach contained two major features:

- a. Managers should carefully select and train workers for specific tasks.
- b. Managers should try to motivate workers to increase productivity. Careful hiring and in-depth training do not seem earthshaking today, but Taylor was among the first to recognize the importance of both.

Short Answer

One of Taylor's best-known theories was the invention of the optimum shovel, which helped to validate his optimum production theory. At an eastern steel mill, Taylor watched men shoveling coal for the large smelters. Using the same shovel, these men would also load cinders into waste containers. After carefully studying both processes, Taylor came up with two shovels: a much larger shovel for the light cinders and a smaller shovel for the heavier coal. This shovel was exactly the right size and weight to allow the maximum work without the need for frequent rest periods. The productivity of the steel mill rose immediately, making Taylor and scientific management both very popular.

Short Answer

Frank and Lillian Gilbreth became especially well known for their research study of bricklayers. Frank Gilbreth identified 18 different motions that had been used by bricklayers, apparently for as long as people had been laying bricks. By inventing some labor-saving devices and by changing the basic routine, the Gilbreths reduced those 18 motions to 5. The result was a system of bricklaying with more than double the productivity of the old system. Lillian Gilbreth was especially interested in studying workers and their reactions to working under stressful conditions. She taught the importance of standard work days, relaxed and regular lunch breaks, and periodic rest periods. Her life's work helped influence Congress to pass the first child labor laws.

Short Answer

Mary Parker Follett taught three concepts that were ahead of their time. First, she held that workers should be allowed to be involved in decisions affecting them. Second, she stressed that the workplace is dynamic—that is, constantly changing. She felt that inflexible, static rules were potentially harmful to maintaining a productive workforce. Finally, Follett believed that the main job of managers at all levels was to maintain positive relationships with workers.

Short Answer

Two important discoveries came from this five-year study. First, Mayo showed that the workers at Hawthorne performed better because someone was paying attention to them. This attention was more than they had been accustomed to receiving at work, and they responded with extra motivation. Second, Mayo found that the relationships that had formed naturally in the workplace made up what he called the “informal organization.” On days when a worker would not be as motivated as usual, the expectations of the group would make up the difference, and productivity would remain high.

Short Answer

With hundreds of thousands of young workers going overseas to fight, employers were forced to hire nearly anybody who would work. Managers knew their employees would be very hard to replace, so treatment of workers temporarily improved. Cases of sexism, racism, and sexual harassment, however, were all too common.

Short Answer

Theory X managers see workers as lacking ambition, disliking work, and wanting security above all else. Theory Y managers, on the other hand, see workers as happy to work, able to assume responsibility, and overall quite creative.

Short Answer

A new emphasis was placed on the rights and needs of the individual person. For the first time, it was popular in this culture to "do your own thing." Perhaps even more importantly, other people were allowed to do their own thing as well. Also new was the revolutionary idea that success had as much to do with the people involved as it did with money.

Short Answer

This important school of thought held that the process of whatever happens in an organization is more important than the product. Doing away with targets, "zero defects" programs, and slogans, the Total Quality Management (TQM) people concentrated on the process—which inevitably includes people and relationships. The work that was pioneered by Elton Mayo and others became refocused with a process emphasis. People in organizations participated at work to an extent unimagined before.