

Chapter 2—The Evolution of Management Thinking

TRUE/FALSE

1. A historical perspective provides a narrower way of thinking, a way of searching for patterns and determining whether they recur across time periods.

ANS: F PTS: 1 DIF: Difficulty: Easy
REF: 38 OBJ: LO: 02-01 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

2. Social forces refer to those aspects of a culture that guide and influence relationships among people.

ANS: T PTS: 1 DIF: Difficulty: Easy
REF: 38 OBJ: LO: 02-01 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

3. Political forces are aspects of a culture that guide and influence relationships among people.

ANS: F PTS: 1 DIF: Difficulty: Easy
REF: 38 OBJ: LO: 02-01 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

4. Economic forces pertain to the availability, production, and distribution of resources in a society.

ANS: T PTS: 1 DIF: Difficulty: Easy
REF: 39 OBJ: LO: 02-01 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

5. The early study of management as we know it today began with what is now called the technology-driven workplace.

ANS: F PTS: 1 DIF: Difficulty: Moderate
REF: 40 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

6. The classical perspective on management emerged during the 1800's.

ANS: T PTS: 1 DIF: Difficulty: Moderate
REF: 40 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

7. The humanistic perspective contains three subfields: scientific management, bureaucratic organizations, and administrative principles.

ANS: F PTS: 1 DIF: Difficulty: Moderate
REF: 40 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

8. Frederick W. Taylor developed Systems Thinking and emphasized the fourteen principles of management that should guide managerial behavior.

ANS: F PTS: 1 DIF: Difficulty: Easy
REF: 40 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

9. Scientific management evolved with the use of precise procedures in place of tradition and rules of thumb.

ANS: T PTS: 1 DIF: Difficulty: Moderate
REF: 41 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

10. A criticism of human relations management is that it ignores the social context and workers' needs.

ANS: F PTS: 1 DIF: Difficulty: Moderate
REF: 41 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

11. One of the criticisms of scientific management is it did not acknowledge variance among individuals.

ANS: T PTS: 1 DIF: Difficulty: Moderate
REF: 41 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

12. Standardization of work and wage incentives are characteristics of behavioral science.

ANS: F PTS: 1 DIF: Difficulty: Moderate
REF: 41 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

13. Scientific management developed a standard method for performing each job.

ANS: T PTS: 1 DIF: Difficulty: Easy
REF: 41 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

14. With clear definitions of authority and responsibility, division of labor is one of the six characteristics of the Weberian bureaucracy.

ANS: T PTS: 1 DIF: Difficulty: Easy
REF: 42 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

15. Administrative acts and decisions recorded in writing is one of the six characteristics of the Weberian bureaucracy.

ANS: T PTS: 1 DIF: Difficulty: Easy
REF: 43 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

16. Fayol's unity of command principle emphasizes that each subordinate receives orders from one, and only one superior.

ANS: T PTS: 1 DIF: Difficulty: Moderate
REF: 44 OBJ: LO: 02-02 NAT: BUSPROG: Analytic

STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

17. Unity of direction principle proposes that similar activities in an organization should be grouped together under one manager.

ANS: T PTS: 1 DIF: Difficulty: Easy
REF: 44 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

18. The scalar chain is a hypothetical chain that provides horizontal links between unionized workers in different departments in an organization.

ANS: F PTS: 1 DIF: Difficulty: Moderate
REF: 44 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

19. Scientific management focuses on employee competence, whereas administrative principles focus on the total organization.

ANS: F PTS: 1 DIF: Difficulty: Moderate
REF: 44 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

20. Follett and Barnard were early advocates of a more humanistic perspective on management that emphasized the importance of understanding human behavior, needs, and attitudes in the workplace as well as social interactions and group processes.

ANS: T PTS: 1 DIF: Difficulty: Moderate
REF: 45 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

21. Mary Parker Follett's approach to leadership stressed the importance of engineering techniques rather than people.

ANS: F PTS: 1 DIF: Difficulty: Moderate
REF: 45 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

22. A social group within an organization is part of the informal organization.

ANS: T PTS: 1 DIF: Difficulty: Easy
REF: 46 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

23. The Hawthorne studies resulted in the movement towards scientific management.

ANS: F PTS: 1 DIF: Difficulty: Moderate
REF: 46 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

24. The Hawthorne studies led to the early conclusion that positive human relations can lead to significantly higher performance.

ANS: T PTS: 1 DIF: Difficulty: Easy

REF: 47 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

25. The human relations movement is also referred to as the dairy farm view of management, meaning that contented cows give more milk, and satisfied workers will give more work.

ANS: T PTS: 1 DIF: Difficulty: Moderate
REF: 47 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

26. Theory Y proposes that organizations can take advantage of the imagination and intellect of all of their employees.

ANS: T PTS: 1 DIF: Difficulty: Moderate
REF: 48 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

27. According to Douglas McGregor, Theory X and Theory Y provide two opposing views of workers, where Theory X recognizes that workers enjoy achievement and responsibility, while Theory Y recognizes that workers will avoid work whenever possible.

ANS: F PTS: 1 DIF: Difficulty: Easy
REF: 49 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

28. An assumption of Theory Y is that the average human being has an inherent dislike of work and will avoid it if possible.

ANS: F PTS: 1 DIF: Difficulty: Easy
REF: 49 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

29. The Systems Thinking approach develops theories about human behavior based on scientific methods and study.

ANS: F PTS: 1 DIF: Difficulty: Easy
REF: 49 OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

30. Organization development is a specific set of management techniques based in the behavioral science approach.

ANS: T PTS: 1 DIF: Difficulty: Easy
REF: 50 OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

31. The scientific management perspective refers to the management thinking and practice that emphasizes satisfaction of employees' basic needs as the key to increased worker productivity.

ANS: F PTS: 1 DIF: Difficulty: Moderate
REF: 50 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

32. The management science approach uses qualitative data in management decision making.

ANS: F PTS: 1 DIF: Difficulty: Easy
REF: 50 OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

33. The field of management that specializes in the physical production of goods or services refers to operations management.

ANS: T PTS: 1 DIF: Difficulty: Easy
REF: 51 OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

34. Information technology is the most recent subfield of the quantitative perspective.

ANS: T PTS: 1 DIF: Difficulty: Moderate
REF: 51 OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

35. The term “quants” refers to financial managers and others who base their decisions on complex quantitative analysis, under assumption that using advanced mathematics and technology can accurately predict how the market works.

ANS: T PTS: 1 DIF: Difficulty: Moderate
REF: 51 OBJ: LO: 02-06 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

36. Contingency thinking is the ability to see both the distinct elements of a system or situation and the complex and changing interaction among those elements.

ANS: F PTS: 1 DIF: Difficulty: Moderate
REF: 52 OBJ: LO: 02-06 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

37. When the shop foreman receives and rewards valuable suggestions from its workers, and this leads to continual improvement of production, synergy has occurred.

ANS: T PTS: 1 DIF: Difficulty: Moderate
REF: 52 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Application

38. Discerning circles of causality is an important element of systems thinking.

ANS: T PTS: 1 DIF: Difficulty: Moderate
REF: 52 OBJ: LO: 02-06 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

39. Contingency theory suggests that managers are more successful if they learn the best way to manage and motivate their employees, and then apply this knowledge in a universally consistent way.

ANS: F PTS: 1 DIF: Difficulty: Moderate
REF: 53 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

40. A contingency view argues that there is one best way to manage an organization.

ANS: F PTS: 1 DIF: Difficulty: Moderate
REF: 54 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

41. The inherent focus of TQM is on managing the total organization to deliver quality to the customer.

ANS: T PTS: 1 DIF: Difficulty: Easy
REF: 54 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

42. Although developed by a Japanese business manager, the quality movement is strongly associated with American companies.

ANS: F PTS: 1 DIF: Difficulty: Moderate
REF: 54 OBJ: LO: 02-06 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

43. Benchmarking involves finding out what the customer wants.

ANS: F PTS: 1 DIF: Difficulty: Moderate
REF: 54 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

44. A process whereby companies find out how others do something better than they do and then try to imitate or improve on it refers to outsourcing.

ANS: F PTS: 1 DIF: Difficulty: Easy
REF: 54 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

45. The implementation of small, incremental improvements in all areas of the organization on an ongoing basis refers to continuous improvement.

ANS: T PTS: 1 DIF: Difficulty: Easy
REF: 54 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

46. Six Sigma refers to an innovation mindset, used widely by Indian companies, that strives to meet customers' immediate needs quickly and inexpensively.

ANS: F PTS: 1 DIF: Difficulty: Moderate
REF: 55 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

47. Supply chain management refers to the sequence of suppliers and purchasers, covering all stages of processing from obtaining raw materials to distributing finished goods to consumers.

ANS: T PTS: 1 DIF: Difficulty: Easy
REF: 58 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

48. Customer relationship management systems collect and manage large amounts of data about customers and make them available to employees.

ANS: T PTS: 1 DIF: Difficulty: Easy
REF: 58 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

49. A supply chain is a network of multiple businesses and individuals that are connected through the flow of products or services.

ANS: T PTS: 1 DIF: Difficulty: Easy
REF: 58 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

MULTIPLE CHOICE

1. An innovation mindset that strives to meet customers' immediate needs quickly and inexpensively is referred to as:
- kaizen.
 - just-in-time control.
 - total quality management.
 - jugaad.
 - XY Theory.

ANS: D PTS: 1 DIF: Difficulty: Moderate
REF: 37 OBJ: LO: 02-06 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

2. _____ forces refer to those aspects of a culture that guide and influence relationships among people.
- Social
 - Political
 - Economic
 - Technological
 - Legal

ANS: A PTS: 1 DIF: Difficulty: Easy
REF: 38 OBJ: LO: 02-01 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

3. Which of these forces comprises unwritten, common rules and perceptions about relationships?
- Economic forces
 - Political forces
 - Social forces
 - Legal forces
 - Personal forces

ANS: C PTS: 1 DIF: Difficulty: Easy
REF: 38 OBJ: LO: 02-01 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

4. Jessica is a recent college graduate who is seeking a job that includes telecommuting, shared jobs, flextime, and organization-sponsored sabbaticals. Based on this information, Jessica most likely belongs to which demographic group?
- Baby Boomer
 - Generation X
 - Generation Y

- d. Generation Z
- e. Tweener

ANS: C PTS: 1 DIF: Difficulty: Difficult
REF: 39 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Analysis

5. Which of these forces pertain to the availability, production, and distribution of resources in a society?
- a. Social
 - b. Political
 - c. Economic
 - d. Technological
 - e. Legal

ANS: C PTS: 1 DIF: Difficulty: Easy
REF: 39 OBJ: LO: 02-01 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

6. _____ is the most current management perspective.
- a. Total quality management
 - b. Contingency views
 - c. Systems theory
 - d. Open (collaborative) innovation
 - e. Classical perspective

ANS: D PTS: 1 DIF: Difficulty: Moderate
REF: 39 OBJ: LO: 02-07 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

7. The nineteenth and early twentieth centuries saw the development of which management perspective?
- a. The human relations movement
 - b. The behavioral sciences approach
 - c. The classical perspective
 - d. The quantitative management approach
 - e. The TQM approach

ANS: C PTS: 1 DIF: Difficulty: Moderate
REF: 39 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

8. Which of these perspectives emphasized a rational, scientific approach to the study of management and sought to make organizations efficient operating machines?
- a. The Humanistic Perspective
 - b. The Behavioral Sciences Approach
 - c. The Classical Perspective
 - d. The TQM approach
 - e. The Quantitative Management Approach

ANS: C PTS: 1 DIF: Difficulty: Easy
REF: 39 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

9. Which of these is a subfield of the classical management perspective that emphasized scientifically determined changes in management practices as the solution to improving labor productivity?
- a. The human relations movement

- b. The behavioral sciences approach
- c. The TQM approach
- d. The quantitative management approach
- e. The scientific management movement

ANS: E PTS: 1 DIF: Difficulty: Easy
 REF: 40 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

10. Frank Gilbreth felt that efficiency equated with:

- a. one best way to do work.
- b. leadership flows from the top down.
- c. procedures and policies.
- d. scientific management.
- e. bureaucracy.

ANS: A PTS: 1 DIF: Difficulty: Moderate
 REF: 41 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

11. Time and motion studies that resulted in drastic reduction in the time patients spent on the operating table were pioneered by _____.

- a. Edward Deming
- b. Henry Gantt
- c. Max Weber
- d. Mary Parker Follett
- e. Frank Gilbreth

ANS: E PTS: 1 DIF: Difficulty: Moderate
 REF: 41 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

12. Who is considered the "first lady of management?"

- a. Mary Parker Follett
- b. Lillian Gilbreth
- c. Carly Fiorona
- d. Maxine Weber
- e. Anne Adams

ANS: B PTS: 1 DIF: Difficulty: Moderate
 REF: 41 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

13. The three subfields of the classical perspective include:

- a. quantitative management, behavioral science, and administrative management.
- b. bureaucratic organization, quantitative management, and the human relations movement.
- c. administrative management, bureaucratic organization, and scientific management.
- d. scientific management, quantitative management, and administrative management.
- e. none of these.

ANS: C PTS: 1 DIF: Difficulty: Moderate
 REF: 41 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

14. _____ is considered the "father of scientific management."

- a. Frank B. Gilbreth
- b. Elton Mayo
- c. Henry Gantt
- d. Douglas McGregor
- e. Frederick W. Taylor

ANS: E PTS: 1 DIF: Difficulty: Easy
REF: 41 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

15. Which of the following is a bar graph that measures planned and completed work along each stage of production by time elapsed?
- a. Time and Work chart
 - b. Gantt chart
 - c. Time and Motion chart
 - d. Production and Delivery chart
 - e. Gilbreth chart

ANS: B PTS: 1 DIF: Difficulty: Easy
REF: 41 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

16. Frederick Taylor's contributions were in the field of:
- a. scientific management.
 - b. human resource management.
 - c. human relations.
 - d. quantitative management.
 - e. total quality management.

ANS: A PTS: 1 DIF: Difficulty: Easy
REF: 41 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

17. Which of the following is not a criticism of scientific management?
- a. It does not appreciate the social context of work.
 - b. It does not appreciate the higher needs of workers.
 - c. It does not appreciate the careful study of tasks and jobs.
 - d. It does not acknowledge variance among individuals.
 - e. It tends to regard workers as uninformed and ignored their ideas and suggestions.

ANS: C PTS: 1 DIF: Difficulty: Moderate
REF: 41 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

18. Standardization of work and wage incentives are characteristics of:
- a. bureaucratic organizations.
 - b. scientific management.
 - c. quantitative management.
 - d. administrative management.
 - e. behavioral science.

ANS: B PTS: 1 DIF: Difficulty: Moderate
REF: 41 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

19. Which of these is a major criticism of scientific management?

- a. It ignored the social context of work.
- b. It ignored the impact of compensation on performance.
- c. It overemphasized individual differences.
- d. It overemphasized the intelligence of workers.
- e. It emphasized the social context of work.

ANS: A PTS: 1 DIF: Difficulty: Moderate
REF: 41 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

20. The bureaucratic organizations approach is a subfield within the ____.

- a. classical perspective
- b. systems theory
- c. scientific management
- d. learning organization
- e. management science view

ANS: A PTS: 1 DIF: Difficulty: Moderate
REF: 42 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

21. According to Weber's ideas on bureaucracy, organizations should be based on which of these?

- a. Personal loyalty
- b. Personal references
- c. Rational authority
- d. Family ties
- e. Charismatic authority

ANS: C PTS: 1 DIF: Difficulty: Moderate
REF: 42 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

22. Whereas scientific management focused on _____, administrative principles approach focused on the _____.

- a. individual productivity; total organization
- b. organization productivity; individual effort
- c. efficient procedures; management by principle
- d. employee ability; employee loyalty
- e. employee competence; work flow through the organization

ANS: A PTS: 1 DIF: Difficulty: Moderate
REF: 42 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

23. Archies' Antiques, Inc., is characterized by separation of management from ownership and by clearly defined lines of authority and responsibility. These characteristics are consistent with the principles of:

- a. scientific management.
- b. bureaucratic organizations.
- c. administrative management theory.
- d. human resource management.
- e. all of these.

ANS: B PTS: 1 DIF: Difficulty: Moderate
REF: 42 OBJ: LO: 02-03 NAT: BUSPROG: Analytic

STA: DISC: Environmental Influence KEY: Bloom's: Application

24. All of the following are characteristics of Weberian bureaucracy except:
- labor is divided with clear definitions of authority and responsibility that are legitimized as official duties.
 - positions are organized in a hierarchy of authority, with each position under the authority of a higher one.
 - all personnel are selected and promoted based on technical qualifications.
 - administrative acts and decisions are recorded in writing.
 - management is the same as the ownership of the organization.

ANS: E PTS: 1 DIF: Difficulty: Difficult
REF: 43 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

25. Max Weber felt selection of employees should be based on ____.
- education
 - competence
 - connections
 - political skills
 - efficient systems

ANS: B PTS: 1 DIF: Difficulty: Moderate
REF: 43 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

26. Matrix Dress Designs operates using the concept of empowerment, where employees act independently and with management facilitating rather than controlling workers. These qualities represent which management approach?
- Administrative principles approach
 - Bureaucratic approach
 - Scientific management approach
 - Humanistic approach
 - Behavioral sciences approach

ANS: D PTS: 1 DIF: Difficulty: Difficult
REF: 43 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Application

27. Positions organized in a hierarchy of authority is an important characteristic of:
- scientific management.
 - bureaucratic organizations.
 - quantitative management.
 - the human relations movement.
 - total quality management.

ANS: B PTS: 1 DIF: Difficulty: Moderate
REF: 43 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

28. Mary Parker Follett contributed to which field?
- Humanistic approach
 - Scientific management approach
 - Total quality management approach
 - Quantitative approach to management

e. Systems approach to management

ANS: A PTS: 1 DIF: Difficulty: Easy
REF: 43 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

29. The principle that similar activities in an organization should be grouped together under one manager is the essence of the classical perspective known as:
- a. unity of command.
 - b. division of work.
 - c. unity of direction.
 - d. scalar chain.
 - e. quality management.

ANS: C PTS: 1 DIF: Difficulty: Moderate
REF: 44 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

30. The use of specialization to produce more and better work with the same level of effort is consistent with the administrative management principle of:
- a. unity of command.
 - b. unity of direction.
 - c. scalar chain.
 - d. division of work.
 - e. none of these

ANS: D PTS: 1 DIF: Difficulty: Easy
REF: 44 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

31. Genex Dynamics is a ballistics company that uses the unity of command, scalar chain, and division of work principles. These are part of which management philosophy?
- a. Administrative principles approach
 - b. Bureaucratic approach
 - c. Scientific management approach
 - d. Humanistic approach
 - e. Behavioral sciences approach

ANS: A PTS: 1 DIF: Difficulty: Difficult
REF: 44 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Application

32. The _____ refers to a chain of authority extending from top to the bottom of the organization and including every employee.
- a. unity of command
 - b. division of labor
 - c. unity of direction
 - d. scalar chain
 - e. none of these

ANS: D PTS: 1 DIF: Difficulty: Easy
REF: 44 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

33. Mary Parker Follett thought of leadership as _____, rather than techniques.

- a. systems
- b. procedures
- c. people
- d. efficiencies
- e. statistics

ANS: C PTS: 1 DIF: Difficulty: Moderate
 REF: 45 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

34. A key finding in the Hawthorne studies was which of these?
- a. Stronger lighting increased productivity.
 - b. More money resulted in increased productivity.
 - c. Productivity increased with autocratic leadership.
 - d. Higher temperatures reduced productivity.
 - e. Human relations increased productivity.

ANS: E PTS: 1 DIF: Difficulty: Moderate
 REF: 45 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

35. Chester Bernard felt that _____ could help a poorly managed organization.
- a. bureaucracy
 - b. line managers
 - c. efficiencies
 - d. informal relations
 - e. top/down flow of information

ANS: D PTS: 1 DIF: Difficulty: Moderate
 REF: 46 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

36. The findings provided by the Hawthorne Studies provided the impetus for the _____, despite flawed methodology or inaccurate conclusions.
- a. classical perspective
 - b. humanistic perspective
 - c. scientific management
 - d. bureaucratic organizations
 - e. contingency perspective

ANS: B PTS: 1 DIF: Difficulty: Moderate
 REF: 46 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

37. A social group within an organization is part of the:
- a. formal organizational structure.
 - b. informal organization.
 - c. scalar chain.
 - d. reorganization process.
 - e. top management level.

ANS: B PTS: 1 DIF: Difficulty: Easy
 REF: 46 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

38. A significant contribution of Chester Barnard was the concept of:

- a. bureaucracy.
- b. the informal organization.
- c. total quality management.
- d. scientific management.
- e. traditional theory of authority.

ANS: B PTS: 1 DIF: Difficulty: Easy
REF: 46 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

39. The human resources perspective of management links motivation theories with ____.

- a. top management
- b. employee tasks
- c. floor managers
- d. efficiencies
- e. profit maximization

ANS: B PTS: 1 DIF: Difficulty: Moderate
REF: 47 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

40. A "dairy farm" view of management, i.e., contented cows give more milk, so satisfied workers will give more work was espoused by the:

- a. human relations movement.
- b. human resource perspective.
- c. behavioral science approach.
- d. management science perspective.
- e. none of these.

ANS: A PTS: 1 DIF: Difficulty: Moderate
REF: 47 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

41. Maslow's hierarchy of needs started with which of these needs?

- a. Esteem
- b. Love
- c. Safety
- d. Physiological
- e. Belongingness

ANS: D PTS: 1 DIF: Difficulty: Easy
REF: 47 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

42. Tommy believes his employees are responsible, creative, and able to work with minimal direction. He is a:

- a. theory X manager.
- b. theory Y manager.
- c. theory Z manager.
- d. theory A manager.
- e. contingency theory manager.

ANS: B PTS: 1 DIF: Difficulty: Moderate
REF: 47 OBJ: LO: 02-03 NAT: BUSPROG: Analytic

STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

43. Theory X and Theory Y was developed by _____.
a. Douglas McGregor
b. Henry Gantt
c. Max Weber
d. Mary Parker Follett
e. Frank Gilbreth

ANS: A PTS: 1 DIF: Difficulty: Moderate
REF: 47 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

44. Beth Brant, production supervisor at Trustworthy Tools Mfg., Inc. believes that her employees dislike work, avoid responsibility, and therefore they need to be controlled and directed. Beth is a:
a. theory X manager.
b. theory Y manager.
c. realistic manager.
d. theory Z manager.
e. theory J manager.

ANS: A PTS: 1 DIF: Difficulty: Difficult
REF: 48 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

45. According to Douglas McGregor, the classical perspective on management is consistent with which of the following?
a. Theory X
b. Theory Y
c. Theory Z
d. Contingency Theory
e. None of these

ANS: A PTS: 1 DIF: Difficulty: Moderate
REF: 48 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

46. The behavioral sciences approach is based on which of the following disciplines?
a. Anthropology
b. Economics
c. Sociology
d. Psychology
e. All of these

ANS: E PTS: 1 DIF: Difficulty: Easy
REF: 49-50 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

47. Organizational development is one specific set of management techniques based in the _____ approach.
a. management science
b. systems theory
c. behavioral sciences
d. scientific management
e. quantitative

ANS: C PTS: 1 DIF: Difficulty: Moderate
REF: 49-50 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

48. The Forestville Freeze is regionally known for its employee training programs. Managers at the Freeze conduct research to determine the best candidate interviewing techniques. This involves the use of which management approach?
- Administrative principles approach
 - Bureaucratic approach
 - Behavioral sciences approach
 - Humanistic approach
 - Scientific management approach

ANS: C PTS: 1 DIF: Difficulty: Difficult
REF: 49-50 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Application

49. The management science perspective emerged after World War II to treat problems associated with:
- modern global warfare.
 - environmental issues.
 - employee involvement.
 - Germany.
 - improving manufacturing.

ANS: A PTS: 1 DIF: Difficulty: Moderate
REF: 50 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

50. Which of these refers to the management thinking and practice that emphasizes satisfaction of employees' basic needs as the key to increased worker productivity?
- Scientific management perspective
 - Human resource perspective
 - Management science perspective
 - Behavioral sciences approach
 - Human relations movement

ANS: E PTS: 1 DIF: Difficulty: Moderate
REF: 50 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

51. Within his role as a financial accountant, Roger uses the capital asset pricing model and other mathematical tools to help clients keep track of their finances. Which perspective or approach does Roger apply most at his work?
- Quantitative perspective
 - Qualitative perspective
 - Humanistic approach
 - Behavioral science approach
 - Scientific management approach

ANS: A PTS: 1 DIF: Difficulty: Difficult
REF: 50 OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Application

52. The _____ emphasized the importance of understanding human behaviors, needs, and attitudes in the workplace as well as social interactions and group processes.
- a. humanistic perspective
 - b. classical perspective
 - c. scientific management
 - d. bureaucratic organizations
 - e. contingency perspective

ANS: A PTS: 1 DIF: Difficulty: Easy
REF: 50 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

53. Most early interpretations of the Hawthorne studies argued that the factor that best explained increased output was _____.
- a. money
 - b. days off
 - c. human relations
 - d. lighting
 - e. free food

ANS: C PTS: 1 DIF: Difficulty: Moderate
REF: 50 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

54. The management science perspective applies all of the following to managerial problems EXCEPT:
- a. statistics.
 - b. qualitative techniques.
 - c. mathematics.
 - d. quantitative techniques.
 - e. all of these are correct.

ANS: B PTS: 1 DIF: Difficulty: Moderate
REF: 50 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

55. Operations research grew out of World War II groups and is based on _____.
- a. group dynamics
 - b. employees in crisis
 - c. production in turbulent times
 - d. mathematical model building
 - e. a humanistic approach

ANS: D PTS: 1 DIF: Difficulty: Moderate
REF: 50 OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

56. Which of the following refers to financial managers and others who base their decisions on complex quantitative analysis, under assumption that using advanced mathematics and technology can accurately predict how the market works?
- a. Stems
 - b. Yuppies
 - c. Quals
 - d. Quants
 - e. Fins

ANS: D PTS: 1 DIF: Difficulty: Moderate
REF: 51 OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

57. The most recent subfield of the quantitative perspective is _____, which is reflected in management information systems designed to provide relevant information to managers in a timely and cost-efficient manner.
- a. operations research
 - b. operations management
 - c. information technology
 - d. systems thinking
 - e. infrastructure development

ANS: C PTS: 1 DIF: Difficulty: Moderate
REF: 51 OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

58. The teamwork philosophy is based in part on the assumption that five people working together can produce more than five people working individually. This philosophy is consistent with the concept of _____.
- a. transformation
 - b. entropy
 - c. synergy
 - d. feedback
 - e. quality

ANS: C PTS: 1 DIF: Difficulty: Difficult
REF: 52 OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

59. From the 1950s until today, which management perspective has remained the most prevalent?
- a. Systems
 - b. Qualitative
 - c. Scientific management
 - d. Quantitative
 - e. Humanistic

ANS: E PTS: 1 DIF: Difficulty: Moderate
REF: 52 OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

60. Georgia, an airline CEO, often looks for patterns of movement within the airline industry, focusing on the qualities of rhythm, flow, direction, shape, and networks of relationships. This type of activity, referred to as _____ thinking, allows Georgia to see the structures that underlie complex situations within the industry and company.
- a. systems
 - b. qualitative
 - c. quantitative
 - d. conceptual
 - e. contingency

ANS: A PTS: 1 DIF: Difficulty: Difficult
REF: 52 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Application

61. $10 + 10 = 25$ reflects which of these?

- a. Entropy
- b. Synergy
- c. Open system
- d. Closed system
- e. Weberian math

ANS: B PTS: 1 DIF: Difficulty: Difficult
REF: 52 OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

62. After decades of being a manager, Jeffrey has learned that an organizational structure that is effective for one company is likely to be ineffective for a different company. This knowledge reflects which current management perspective?

- a. Systems thinking
- b. Contingency view
- c. Total quality management
- d. Benchmarking
- e. Scientific management view

ANS: B PTS: 1 DIF: Difficulty: Moderate
REF: 52 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

63. _____ specifies a goal of no more than 3.4 defects per million parts.

- a. Benchmarking
- b. Total quality management
- c. Six sigma
- d. Balanced scorecard
- e. Jugaad

ANS: C PTS: 1 DIF: Difficulty: Moderate
REF: 53 OBJ: LO: 02-06 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

64. In _____, every situation is viewed as unique.

- a. a universalist view
- b. a contingency view
- c. a case view
- d. a scientific management view
- e. none of these

ANS: C PTS: 1 DIF: Difficulty: Moderate
REF: 53 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

65. In order to determine how to deal with a problem employee, Sharon evaluated the employee, the problem, and the context in which the problem occurred. She is applying which of the following perspectives?

- a. Participative view
- b. Universalist view
- c. Autonomy view
- d. Contingency view
- e. Humanist view

ANS: D PTS: 1 DIF: Difficulty: Difficult
REF: 54 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Application

66. A consultant who recommends a particular problem-solving model to every organization he serves is violating the basics of which of the following perspectives?
- Efficiency perspective
 - Universalist perspective
 - Contingency perspective
 - Scientific management perspective
 - Quantitative perspective

ANS: C PTS: 1 DIF: Difficulty: Moderate
REF: 54 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Analysis

67. Which of the following is often considered the "father of the quality movement?"
- Weber
 - Gilbreth
 - Follett
 - Deming
 - Gehrke

ANS: D PTS: 1 DIF: Difficulty: Moderate
REF: 54 OBJ: LO: 02-06 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

68. _____ focuses on managing the whole organization to deliver quality to customers.
- Bureaucracy
 - Theory Z
 - Management-by-objective
 - Total quality management
 - Organization-customer relationship

ANS: D PTS: 1 DIF: Difficulty: Easy
REF: 54 OBJ: LO: 02-06 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

69. Elements of TQM include:
- employee detachment.
 - focus on profits.
 - benchmarking.
 - accidental improvement.
 - all of these.

ANS: C PTS: 1 DIF: Difficulty: Easy
REF: 54 OBJ: LO: 02-06 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

70. _____ is a process whereby companies find out how others do something better than they do and then try to imitate or improve on it.
- TQM
 - Continuous improvement
 - Benchmarking
 - Empowerment

e. MBO

ANS: C PTS: 1 DIF: Difficulty: Easy
REF: 54 OBJ: LO: 02-06 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

71. The implementation of small incremental improvements in all areas of the organization on an ongoing basis is referred to as:
- a. benchmarking.
 - b. empowerment.
 - c. systems theory.
 - d. contingency perspective.
 - e. continuous improvement.

ANS: E PTS: 1 DIF: Difficulty: Easy
REF: 54 OBJ: LO: 02-06 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

72. Which of the following refers to managing the sequence of suppliers and purchasers, covering all stages of processing from obtaining raw materials to distributing finished goods to consumers?
- a. E-commerce
 - b. E-business
 - c. Supply chain management
 - d. Knowledge management
 - e. Customer relationship management

ANS: C PTS: 1 DIF: Difficulty: Moderate
REF: 56 OBJ: LO: 02-06 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

73. Which of the following uses the latest information technology to keep in close touch with customers and to collect and manage large amounts of customer data?
- a. Supply Chain Management
 - b. Learning Organizations
 - c. Scientific Management
 - d. Customer Relationship Management
 - e. The Humanistic Approach

ANS: D PTS: 1 DIF: Difficulty: Easy
REF: 56 OBJ: LO: 02-07 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

74. Which of the following is identified as a recent trend that has staying power?
- a. Corporate takeovers
 - b. Hedging
 - c. Insourcing
 - d. Customer relationship management
 - e. Task management

ANS: D PTS: 1 DIF: Difficulty: Moderate
REF: 56 OBJ: LO: 02-07 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

75. According to the Manager's Shoptalk of chapter 2, which of the following is not in the top five contemporary management tools?

- a. Collaborative innovation
- b. Mission and vision statements
- c. Benchmarking
- d. Strategic planning
- e. Customer relationship management

ANS: A PTS: 1 DIF: Difficulty: Difficult
 REF: 57 OBJ: LO: 02-01 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

76. According to the Manager's Shoptalk of chapter 2, Latin American executives are more less to use tools such as:
- a. customer segmentation and business process reengineering.
 - b. consumer ethnography and corporate blogs.
 - c. downsizing.
 - d. activity-based management and virtual teams.
 - e. scenario planning and lean operations.

ANS: C PTS: 1 DIF: Difficulty: Difficult
 REF: 57 OBJ: LO: 02-07 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

CASE

Scenario - Britney Marr

The opportunity to gain a foothold in the snack cracker industry had just been found. Britney Marr, an account executive manager for Baked Wheat Industries had developed an interest in wheat crackers two months ago when one of her newly hired account execs, Amy Bender, had convinced her about the high margins and promising future associated with that market. Marr had always believed that if you do your homework in hiring the best people then it only makes sense to listen to their recommendations and implement their suggestions.

Marr had given her approval to Bender to explore opportunities to move into this promising new market. This morning, Bender had reported that the Jackson Corporation had severed its contract with Feel Good Crackers Incorporated. Apparently, the Feel Good salesman had shared sensitive information about Jackson at a cocktail party. Bender had already established a good relationship with Feel Good buyers and so recognized this as an opportunity to expand her market into wheat crackers.

1. Marr's behavior provides an example of:
 - a. the use of scalar rope.
 - b. division of organization.
 - c. the principle of inversion.
 - d. unity of direction.
 - e. all of these.

ANS:
D

PTS: 1 DIF: Difficulty: Moderate REF: 44
 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Application

2. Marr's management style reflects a belief in:

- a. theory Y.
- b. theory X.
- c. theory Z.
- d. autocratic leadership.
- e. none of these.

ANS:

A

PTS: 1 DIF: Difficulty: Moderate REF: 48
 OBJ: LO: 02-02 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Application

3. From a System's theory perspective:
- a. Marr should increase teamwork, leading to more entropy.
 - b. Marr should listen to and reward her people well to increase synergy.
 - c. the Jackson account was lost because Feel Good was too closed to its environment.
 - d. all of these.
 - e. none of these.

ANS:

B

PTS: 1 DIF: Difficulty: Moderate REF: 52
 OBJ: LO: 02-03 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Application

4. Contingency theory recommends:
- a. Marr should manage all of her employees the way she manages Bender.
 - b. the goal of every manager should be high return on investment, so Marr should expand her market only if it increases ROI.
 - c. Bender should focus on her expertise, recognizing the potential risk of failure with a new market.
 - d. all of these.
 - e. none of these.

ANS:

E

PTS: 1 DIF: Difficulty: Moderate REF: 53
 OBJ: LO: 02-05 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Application

COMPLETION

1. A(n) _____ perspective provides a broader way of thinking, a way of searching for patterns and determining whether they recur across time periods.

ANS: historical

PTS: 1 DIF: Difficulty: Easy REF: 38
 OBJ: LO: 02-01 NAT: BUSPROG: Analytic
 STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

2. _____ refer to the aspects of a culture that guide and influence relationships among people.

ANS: Social forces

PTS: 1 DIF: Difficulty: Moderate REF: 38
OBJ: LO: 02-01 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

3. _____ refer to the influence of political and legal institutions on people and organizations.

ANS: Political forces

PTS: 1 DIF: Difficulty: Moderate REF: 39
OBJ: LO: 02-01 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

4. _____ pertain to the availability, production, and distribution of resources in a society.

ANS: Economic forces

PTS: 1 DIF: Difficulty: Moderate REF: 39
OBJ: LO: 02-01 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

5. A management perspective that emerged during the nineteenth and early twentieth centuries that emphasized a rational, scientific approach to the study of management and sought to make organizations efficient operating machines is called _____.

ANS: classical perspective

PTS: 1 DIF: Difficulty: Moderate REF: 40
OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

6. _____ is considered the "father of scientific management."

ANS: Frederick W. Taylor

PTS: 1 DIF: Difficulty: Easy REF: 41
OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

7. Weber's vision of organizations that would be managed on an impersonal, rational basis is called a(n) _____.

ANS: bureaucracy

PTS: 1 DIF: Difficulty: Moderate REF: 42
OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

8. A subfield of the classical management perspective that focused on the total organization rather than the individual worker, delineating the management functions of planning, organizing, commanding, coordinating, and controlling is called ____.

ANS: administrative principles

PTS: 1 DIF: Difficulty: Moderate REF: 44
OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

9. According to Fayol, similar activities in an organization should be grouped together under one manager. This administrative principle is known as ____.

ANS: unity of direction

PTS: 1 DIF: Difficulty: Difficult REF: 44
OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

10. A management perspective that emerged around the late nineteenth century that emphasized understanding human behavior, needs, and attitudes in the workplace is referred to as a(n) ____.

ANS: humanistic perspective

PTS: 1 DIF: Difficulty: Moderate REF: 45
OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

11. A management perspective that suggests jobs should be designed to meet higher-level needs by allowing workers to use their full potential is called a(n) ____.

ANS: human resources perspective

PTS: 1 DIF: Difficulty: Moderate REF: 47
OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

12. Organizational development is one specific set of management techniques based in the ____ approach.

ANS: behavioral sciences

PTS: 1 DIF: Difficulty: Moderate REF: 50
OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

13. A management perspective that emerged after World War II, and applied mathematics, statistics, and other quantitative techniques to managerial problems is referred to as a(n) ____.

ANS: management science perspective

PTS: 1 DIF: Difficulty: Moderate REF: 50
OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

14. _____ refers to the field of management that specializes in the physical production of goods or services.

ANS: Operations management

PTS: 1 DIF: Difficulty: Moderate REF: 51
OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

15. The concept that the whole is greater than the sum of its parts is known as _____.

ANS: synergy

PTS: 1 DIF: Difficulty: Moderate REF: 52
OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

16. The _____ view of management is an integration of the case and universalist viewpoints.

ANS: contingency

PTS: 1 DIF: Difficulty: Moderate REF: 53
OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

17. The process by which companies find out how others do something better than they do and then try to copy and/or improve it is known as _____.

ANS: benchmarking

PTS: 1 DIF: Difficulty: Moderate REF: 54
OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

18. _____ refers to the sequence of suppliers and purchasers, covering all stages of processing from obtaining raw materials to distributing finished goods to consumers.

ANS: Supply chain management

PTS: 1 DIF: Difficulty: Moderate REF: 58
OBJ: LO: 02-07 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

19. _____ collect and manage large amounts of data about customers and make them available to employees, enabling better decision making and superior customer service.

ANS:
Customer relationship management systems
CRM systems

PTS: 1 DIF: Difficulty: Moderate REF: 58
OBJ: LO: 02-07 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

SHORT ANSWER

1. List three of the basic ideas of scientific management.

ANS:

Any three of the following develop standard methods for doing each job; select workers with appropriate abilities; train workers in standard methods; support workers and eliminate interruptions; and provide wage incentives.

PTS: 1 DIF: Difficulty: Moderate REF: 41
OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

2. List the three assumptions associated with McGregor's Theory X.

ANS:

(1) Individuals have an innate dislike of work and will try to avoid it; (2) Most people must be coerced to get them to put out a reasonable level of effort; and (3) The typical person prefers to be told what to do.

PTS: 1 DIF: Difficulty: Difficult REF: 49
OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

ESSAY

1. Discuss the advantages and disadvantages of Taylor's Scientific Management.

ANS:

The advantages of scientific management included the standardization of work, the systematic study of work, the linking of performance and pay, and improved productivity. The disadvantages included its failure to consider the social context within which work took place and its failure to appreciate workers' needs, other than their need for money.

PTS: 1 DIF: Difficulty: Moderate REF: 41
OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Analysis

2. The writings of Fayol, Taylor, and Weber provide the foundation for modern management. Identify the school of thought associated with each writer and compare the focus that each writer takes in relation to the organization.

ANS:

Fayol is associated with the Administrative School, focusing on the manager level. Taylor is associated with Scientific Management, and focused on the work level. Weber is associated with the Bureaucratic Model, and his focus was on the level of the organization.

PTS: 1 DIF: Difficulty: Moderate REF: 40-42
OBJ: LO: 02-02 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

3. Briefly describe what happened in the Hawthorne Studies and explain the results and conclusions of these studies.

ANS:

Harvard researchers, working under the direction of Elton Mayo, were studying the effects of various lighting conditions on worker performance at the Western Electric plant in Hawthorne, Illinois. Each time an experimental change was made, performance improved, regardless of the change. The early conclusion was that workers perceived that their work was important enough to hire researchers to work with them, and this recognition of importance was sufficient to motivate improved performance. This conclusion led to the development of the Human Relations Movement, stressing the importance of satisfied, happy workers. Recent analysis suggests that money may have been the single most important motivating factor.

PTS: 1 DIF: Difficulty: Difficult REF: 46
OBJ: LO: 02-03 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

4. Describe the assumptions behind McGregor's Theory X and Theory Y. How do the theories relate to the classical perspective on management and early human relations ideas?

ANS:

Refer to Exhibit 2.4 in the text for the assumptions behind each theory. McGregor believed that the classical perspective was based on Theory X assumptions about workers. He also felt that a slightly modified version of Theory X fit early human relations ideas. He proposed Theory Y as a more realistic view of workers for guiding management thinking.

PTS: 1 DIF: Difficulty: Difficult REF: 49
OBJ: LO: 02-04 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Synthesis

5. Briefly describe systems theory, including synergy.

ANS:

Systems theory suggests that an organization can be considered a system composed of a number of interrelated subsystems. These subsystems include people, structure, technology, and goals. A change in one subsystem results in a rippling effect on the other subsystems. Managed properly, the subsystems work well together and produce more as a whole system than the parts could produce working alone. This is synergy.

PTS: 1 DIF: Difficulty: Moderate REF: 52
OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

6. Discuss the differences between the case view, the universalist view, and the contingency view.

ANS:

These viewpoints relate to the applicability of management principles. The case view holds that every situation is unique, thus there are no universal principles. Conversely, the universalist view believes that the same management principles will work across every situation in every organization. The contingency view is an integration of these two, i.e., while there are no universal principles, there are common patterns and characteristics. The manager's task is to identify what principles will work when, based on an analysis of key contingencies.

PTS: 1 DIF: Difficulty: Moderate REF: 53

OBJ: LO: 02-05 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Synthesis