

CHAPTER 2

MANAGEMENT THOUGHT: PAST AND PRESENT

TRUE/FALSE

- | | |
|---------|---|
| F
37 | 1. The wise manager learns little from studying the past. |
| T
37 | 2. Theory is a part of an art or science that attempts to explain the relationships between and among its underlying principles. |
| F
37 | 3. The behavioral management theory originated during England's industrial revolution. |
| F
37 | 4. All schools of management thought originated within the 20th century. |
| F
37 | 5. Classical management theory originated in England during the 19th century. |
| F
37 | 6. All management schools of theory originated within the United States. |
| T
38 | 7. The idea of specialization emphasized in the classical scientific school has been modified today to avoid the physical and psychological hazards of boring work. |
| F
38 | 8. The classical school of management thought emphasizes behavioral applications. |
| F
39 | 9. The classical scientific school grew from the classical administrative school. |
| F
39 | 10. Time and motion studies sprang from the contingency management school of theory. |
| T
43 | 11. The classical administrative school led to the behavioral school. |
| T
43 | 12. Prior to the behavioral school, the employee was not the primary focus of management's concern. |
| F
41 | 13. Abraham Maslow is best known for the fourteen "original" principles of management. |
| F
42 | 14. Unity of direction means the right to give orders, according to Henri Fayol. |
| T
42 | 15. Henri Fayol contends that all workers should report to one and only one boss, i.e., unity of command. |

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|---------|---|
| F
38 | 16. Robert Owen is considered the father of scientific management. |
| T
44 | 17. The behavioral management school of theory is an extension of sociology, psychology, and anthropology. |
| T
44 | 18. Maslow developed a needs-based theory of motivation. |
| T
44 | 19. The “discovery” that all employees are not primarily motivated by tangibles such as money was made during the behavioral school era. |
| F
45 | 20. The major limitation of human perspective theory is its complexity. |
| T
45 | 21. The quantitative school of management theory emphasizes on mathematical approaches to management problems. |
| F
45 | 22. Management science is the study of complex systems of people, money, equipment, and procedure, with the goal of understanding them and improving their effectiveness. |
| F
46 | 23. The techniques and tools of management science are seldom used to plan, organize, staff, lead, and control production operations. |
| F
46 | 24. The branch of management science that applies to manufacturing or service industries is operations management. |
| T
47 | 25. A management information system is a computer-based system that gives managers the information they need to make decisions. |
| T
47 | 26. Some companies have lost sight of customers and quality by being preoccupied with the quantitative management school of theory. |
| T
47 | 27. Management science techniques cannot substitute for sound, balanced judgment and management experience. |
| T
48 | 28. A system is a set of interrelated parts that work together to achieve stated goals or to function according to a plan or design. |
| F
48 | 29. Changes in an organizational system usually do not effect other subsystems or components of that organization. |
| T
49 | 30. The concept of synergy is attributed to the systems school of theory. |
| F
49 | 31. Synergy is the decreased effectiveness that results from combined action or cooperation. |
| T | 32. According to systems theory, the components of an enterprise interact to create |

- 49 synergy that can benefit each component and the whole.
- T 33. "Thinking outside the box" is encourages in contingency theory.
50
- T 34. Kaizen is a major component of systems theory.
51
- T 35. The ability to be flexible and adaptive are managerial attributes within the
51 contingency school.

MULTIPLE-CHOICE (TEXT)

- b 1. The management theory that originated during England's Industrial
37 Revolution, and is defined as a theory that focused on finding the one
* best way to perform and manage tasks is the:
a. behavioral school.
b. classical management theory.
c. quantitative school.
d. systems theory.
- a 2. The title, Father of Scientific Management, is often attributed to _____.
38 a. Frederick Taylor
* b. Frank Gilbreth
c. Henry Metcalf
d. Henry Gantt
- a 3. Which of the following individuals is known as the Father of Scientific
38 Management?
* a. Frederick Taylor
b. Mary Parker Follett
c. Edwards Deming
d. Elton Mayo
- a 4. The flow of information and how organizations should efficiently be operated was
38 emphasized by the _____ school of thought.
* a. classical administrative
b. systems
c. behavioral
d. contingency
- d 5. _____ used time and motion studies to analyze workers' activities and
39 remove unnecessary movements and causes of fatigue.
* a. Abraham Maslow.
b. Henry Ford.
c. Elton Mayo.
d. Frederick W. Taylor.

- d
38-43
* 6. Individual contributors to the classical schools of management thought include all of the following **except**:
- a. Henri Fayol.
 - b. Mary Parker Follett.
 - c. Frederick Taylor.
 - d. Abraham Maslow.
- b
43
* * 7. The Federal Bureau of Investigation (FBI) is a reflection of the _____ school of thought.
- a. behavioral
 - b. classical administrative
 - c. contingency
 - d. quantitative
- b
42
* 8. Division of work, authority, discipline, and unity of command are some of Henri Fayol's:
- a. techniques of control.
 - b. principles of management.
 - c. informal communication expressions.
 - d. quantitative measures.
- a
42
* 9. Bureaucratic organizations are associated with the _____ school of thought.
- a. classical administrative
 - b. systems
 - c. quantitative
 - d. contingency
- d
43
** 10. The Internal Revenue Service (IRS) and Federal Bureau of Investigation (FBI) are socially recognized as:
- a. popular.
 - b. effective and efficient.
 - c. cost savers.
 - d. bureaucracies.
- c
43
* 11. The first management theory that gave specific attention and concern to employees _____ was the _____ school.
- a. classical scientific
 - b. classical administrative
 - c. behavioral
 - d. quantitative
- d
43
* 12. The behavioral school of theory focuses upon:
- a. products.
 - b. price.
 - c. promotion.
 - d. people.
- a
43-45
* 13. Management "scholars" such as Owen, Mayo, Maslow, and McGregor endorse the _____ school of theory.
- a. behavioral

- b. classical
- c. quality focus
- d. systems

- a
44
**
14. Which of the following is NOT true about the Hawthorne studies?
- a. workers pressure coworkers to keep production within quotas
 - b. the studies heightened management's awareness of the social needs
 - c. when employees are treated with dignity, productivity is increased
 - d. social pressures by coworkers do not significantly affect individual behavior
- d
45
*
15. One result of the behavioral school was the creation of positions for professional:
- a. technical assistants.
 - b. advisors.
 - c. staffing managers.
 - d. human resource managers.
- b
47
*
16. Management information systems would best be identified as:
- a. people-based.
 - b. computed-based.
 - c. accounting-based.
 - d. production-based.
- a
46
*
17. The branch of management science that applies to manufacturing or service industries is called:
- a. operations management.
 - b. quantitative management.
 - c. industrial management.
 - d. technical management.
- c
46
* *
18. Some of the most common tools of operations management include the following **except**:
- a. inventory models.
 - b. break-even analysis.
 - c. marketing research.
 - d. production scheduling.
- a
47
**
19. From the 1950s into the 1980s, many American managers were preoccupied with lowering costs, maximizing profits, and:
- a. short-term thinking.
 - b. environmental concerns.
 - c. oversea markets.
 - d. hiring minorities.
- a
48
*
20. Within systems theory, employees "down the line" in a series of events or processes are called:
- a. internal users.
 - b. external users.
 - c. consumers.

- d. suppliers.
- a
48
*
21. An organizational system is comprised of all the following **except**:
- a. science.
 - b. inputs.
 - c. processing.
 - d. outputs.
- d
48
*
22. A thorough understanding of how a total system works requires an understanding of how:
- a. to use statistics.
 - b. costs affect production.
 - c. to maximize profits.
 - d. component parts are interrelated.
- a
49
*
23. Synergy usually occurs when organizations and their subsystems interact with _____.
- a. external departments or organizations
 - b. internal departments
 - c. more than two people
 - d. many individuals who have the same goal
- c
49
*
24. The theoretical premise that the sum of 1 + 2 + 3 will equal 7 or more is known as:
- a. systems awareness.
 - b. quality effort.
 - c. synergy.
 - d. contingency thinking.
- b
50
*
25. One phrase that captures the essence of contingency theory is:
- a. *alls well that ends well*
 - b. *it all depends*
 - c. *mite makes right*
 - d. *speak softly and carry a big stick*
- b
50
*
26. Management options, variables, and situations characterized the _____ school.
- a. classical science
 - b. contingency
 - c. systems
 - d. quantitative
- c
51
*
27. The essence of the quality of any output is the ability to:
- a. start with quality inputs
 - b. train employees on quality control
 - b. meet the needs of the customer
 - c. develop quality circles
- c
52
*
28. A key concept in reengineering is knowing what the company should be doing, based on:
- a. the CEO

- b. customer demands
 - c. core competency
 - d. competition
- d
51-52
*

29. The Japanese philosophy, *kaizen*, is interpreted to mean:

 - a. increase profits.
 - b. lower costs.
 - c. work harder.
 - d. continue to improve.
- c
51
*

30. *Kaizen*, a contemporary Japanese business management term, is associated with:

 - a. maximizing profits.
 - b. lowering costs.
 - c. continuous improvement.
 - d. classical management.
- d
51
*

31. Quality management or TQM is often referred to as:

 - a. standard time.
 - b. span of management.
 - c. division of labor.
 - d. continuous improvement.
- d
52
*

32. Reengineering is also known as:

 - a. process innovation.
 - b. internal business improvement.
 - c. business process redesign.
 - d. all of the answers are correct.
- d
56
*

33. Which of the following individuals was *not* considered to be a significant contributor to the quality management theory/movement?

 - a. Shewhart
 - b. Deming
 - c. Juran
 - d. Plunkett

MULTIPLE-CHOICE (OPENING VIGNETTE: PROCTER & GAMBLE: MANAGEMENT TRENDSETTER)

- a
35-36
*

34. Proctor and Gamble invented the concept of the brand that _____.

 - a. offers quality and reliability
 - b. supports customer requests
 - c. adds value for the consumer
 - d. is recognizable from the packaging
- d
35-36
*

35. Which one of the following schools of management does Proctor and Gamble NOT belong to:

 - a. behavioral
 - b. contingency
 - c. systems
 - d. classical

- b
35-36
*
36. Complexity theory emphasizes the ways in which a factory resembles a _____.
 a. small village
 b. ecosystem
 c. library card catalogue
 d. chain of command
- d
35-36
*
37. The process whereby groups and individuals challenging existing models and creatively adapt is known as _____.
 a. empowering organization
 b. complexity organization
 c. reengineering organization
 d. learning organization
- b
35-36
*
38. Complexity theory states that controlling a complex system is _____.
 a. needed
 b. impossible
 c. starts from the top down
 d. revolves around empowering employees

MATCHING

- | | | |
|----------|-----------------------------------|---|
| m
43 | ___1. behavioral school | a. continuous improvement |
| e
41 | ___2. bureaucracies | b. the school that emphasizes math and measurements |
| n
38 | ___3. classical administrative | c. a set of interrelated parts that work together |
| f
37 | ___4. classical management theory | d. rethinking and redesign of business processes |
| p
38 | ___5. classical scientific school | e. rational organizations based on the control of knowledge |
| g
50 | ___6. contingency school | f. the theory pursuing "the one best way" |
| a
51 | ___7. <i>kaizen</i> | g. the school of variables and unique situations |
| o
48 | ___8. systems school | h. 1 + 1 = more than two (2) |
| i.
51 | ___9. quality school | i. the school that emphasizes meeting the needs of the customer |
| j
45 | ___10. management science | j. the study of complex systems to improve effectiveness |

l 46	___11.	operations management	k.	models, simulations, games, and other analytical tools are used to optimize performance
k 46	___12.	operations research	l.	the branch of management science that applies to manufacturing or service industries
b 45	___13.	quantitative school	m.	the school that emphasizes people
h 49	___14.	synergy	n.	the school that focuses upon the flow of information in organizations
c 48	___15.	system	o.	theory that holds that an organization comprises various parts that must perform tasks necessary for the survival and proper functioning of the system as a whole
q 37	___16.	theory	p.	the school that was mainly concerned with the manufacturing and factory floor environments
d 52	___17.	reengineering	q.	part of an art or science that attempts to explain the relationships between and among its underlying principles
r 36	___18.	complexity theory	r.	emphasizes the way a factory responds to natural laws
u 36	___19.	chaos theory	s.	deal with the application of information technology for decision making
t 36	___20.	learning organization	t.	individuals challenge existing models and creatively adapt
s 46	___21.	OR/MS	u.	the mathematical study of complex unstable systems