

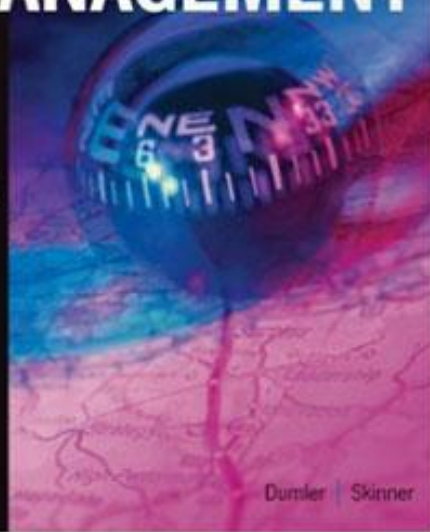
TEST BANK

Thomson Advantage
Books

A Primer for

MANAGEMENT

2ND
EDITION



Dumler | Skinner

Chapter 2: History of Management

TRUE/FALSE

1. Frederick Taylor is considered the father of modern management.

ANS: F REF: p. 21 DIF: E

2. Classical management can be understood by examining scientific management and classical organization theory.

ANS: T REF: p. 22 DIF: M

3. Classical theory concentrated on increasing productivity of the workforce by dividing functions.

ANS: F REF: p. 22 DIF: M

4. Taylor focused on science to look at management.

ANS: T REF: p. 23 DIF: M

5. At the heart of scientific management is efficiency and standardization.

ANS: T REF: p. 23 DIF: M

6. Taylor thought motivation was largely achieved through internal rewards.

ANS: F REF: p. 24 DIF: H

7. The main criticism of scientific management is that it was based too much in psychology.

ANS: F REF: p. 24 DIF: M

8. Gantt's greatest contribution was the Gantt chart.

ANS: T REF: p. 25 DIF: E

9. Classical organization theory strived to identify the basic functions of managing organizations.

ANS: T REF: p. 25 DIF: M

10. Fayol proposed six management principles.

ANS: F REF: p. 26 DIF: M

11. Fayol was the first to discuss management as a set of specific functions.

ANS: T REF: p. 26 DIF: M

12. Bureaucracy increases effectiveness.

ANS: F REF: p. 27 DIF: M

13. Managers have authority by virtue of status in the organization.

ANS: T REF: p. 27 DIF: M

14. The greatest contribution of classical management was that it identified management as an important element of organized society.
ANS: T REF: p. 27 DIF: M
15. In the 1960's, the human relations approach to management was very popular.
ANS: F REF: p. 28 DIF: M
16. Human relations experts employee's needs for recognition and social acceptance.
ANS: T REF: p. 28 DIF: M
17. The Hawthorne studies pointed out that employees were motivated by more than just money.
ANS: T REF: p. 29 DIF: M
18. The human relations approach focuses on the social environment.
ANS: T REF: p. 29 DIF: E
19. Follett believed conflict was a natural consequence of human interaction.
ANS: T REF: p. 30 DIF: M
20. Simon argued that managers make optimal decisions.
ANS: F REF: p. 31 DIF: M
21. Decision sciences focuses on statistics.
ANS: T REF: p. 31 DIF: E
22. Production management focuses on manufacturing technology and the flow of material to a manufacturing plant.
ANS: T REF: p. 32 DIF: M
23. Operations management focuses on organizations that don't produce anything.
ANS: T REF: p. 32 DIF: H
24. The major flaw in decision sciences is that it focused too little on procedures.
ANS: F REF: p. 32 DIF: M
25. A system is a collection of parts that operate independently.
ANS: F REF: p. 33 DIF: E
26. The context for the systems view is the environment.
ANS: T REF: p. 33 DIF: M
27. The sum total of all systems components is considered the synergistic effect.
ANS: T REF: p. 33 DIF: H

28. Barnard developed the inducement/system balance as part of the systems movement.

ANS: F REF: p. 34 DIF: H

29. Using the systems approach forces the manager to consider a broader perspective.

ANS: T REF: p. 35 DIF: M

30. The systems approach focuses too much on the details of management.

ANS: F REF: p. 35 DIF: H

31. Technology is considered a contingency that has an impact on organizational performance.

ANS: T REF: p. 35 DIF: E

32. The technological imperative suggests that as technological complexity increases, the organizational structure should remain steady and not add any change to the equation.

ANS: F REF: p. 37 DIF: M

33. Peter Drucker suggested that managers must focus on continued improvement in each area of the organization.

ANS: T REF: p. 38 DIF: M

34. Deming proposed 26 points of total quality management.

ANS: F REF: p. 39 DIF: E

35. Senge suggests that we build a learning organization by teaching discrete new skills.

ANS: T REF: p. 42 DIF: M

MULTIPLE CHOICE

1. Classical organization theory focused on which of the following?

- a. top-level management
- b. middle-management
- c. line supervisors
- d. control
- e. scientific management

ANS: A REF: p. 22 DIF: M

2. At the heart of scientific management are which of the following?

- a. efficiency, standardization
- b. efficiency, specialization
- c. effectiveness, standardization
- d. effectiveness, management
- e. standardization, specialization

ANS: A REF: p. 23 DIF: M

3. Taylor said that efficiency could come from which of the following?
- a. cooperation
 - b. motivation
 - c. leadership
 - d. specialization
 - e. management

ANS: D REF: p. 24 DIF: M

4. The Gilbreth's main contribution was which of the following?
- a. specialization
 - b. management
 - c. motivation
 - d. Gantt charts
 - e. motion studies

ANS: E REF: p. 24 DIF: H

5. Which of the following theories focused on the basic functions of managing organizations?
- a. scientific management
 - b. classical organization theory
 - c. decision sciences
 - d. systems theory
 - e. contemporary models

ANS: B REF: p. 25 DIF: M

6. Which of the following was not included in Fayol's categories of organizational activities?
- a. technical
 - b. commercial
 - c. financial
 - d. personal
 - e. security

ANS: D REF: p. 26 DIF: M

7. Fayol proposed how many principles of management?
- a. 14
 - b. 6
 - c. 3
 - d. 5
 - e. 2

ANS: A REF: p. 26 DIF: E

8. Which of the following is not one of Fayol's management functions?
- a. controlling
 - b. predicting
 - c. planning
 - d. organizing
 - e. commanding

ANS: B REF: p. 27 DIF: M

9. Which of the following is not a benefit of bureaucracy?
- a. efficiency
 - b. command
 - c. calculability
 - d. control
 - e. predictability

ANS: B REF: p. 27 DIF: M

10. Which management approach focuses on individuals working in group settings?
- a. behavioral approach
 - b. classical management approach
 - c. human relations approach
 - d. contingency management approach
 - e. decision sciences

ANS: C REF: p. 28 DIF: M

11. The Hawthorne studies pointed out that workers were motivated by more than _____.
- a. internal motivators
 - b. achievement
 - c. status
 - d. money
 - e. management

ANS: D REF: p. 29 DIF: H

12. Follett thought that _____ was a natural consequence of human interactions.
- a. cooperation
 - b. conflict
 - c. effectiveness
 - d. management
 - e. group interaction

ANS: B REF: p. 30 DIF: M

13. Simon thought that decision makers did which of the following?
- a. satisficed
 - b. optimized
 - c. behaved rationally
 - d. investigated possible outcomes
 - e. used decision science techniques

ANS: A REF: p. 31 DIF: H

14. Which of the following focuses on manufacturing technology?
- a. decision science management
 - b. operations management
 - c. information systems
 - d. classical management
 - e. production management

ANS: E REF: p. 32 DIF: M

15. Which of the following management approaches has placed to little on people?
- a. classical management approach
 - b. behavioral approach
 - c. decision sciences approach
 - d. systems management approach
 - e. humanistic approach

ANS: C REF: p. 32 DIF: M

16. What is the context for the systems view?
- a. interdependent units
 - b. the environment
 - c. people and processes
 - d. open systems
 - e. management principles

ANS: B REF: p. 33 DIF: M

17. Which environment effects all organizations?
- a. task environment
 - b. synergistic environment
 - c. systems environment
 - d. management environment
 - e. general environment

ANS: E REF: p. 33 DIF: M

18. Which environment effects the more immediate organization?
- a. task environment
 - b. synergistic environment
 - c. systems environment
 - d. management environment
 - e. general environment

ANS: A REF: p. 33 DIF: M

19. Which scientist viewed the organization as an aggregation of units that interact?
- a. James March
 - b. Herbert Simon
 - c. Mary Parker Follett
 - d. Peter Drucker
 - e. Chester Bernard

ANS: E REF: p. 34 DIF: H

20. The major criticism of the systems approach is that _____?
- a. people are often overlooked
 - b. more emphasis should be placed on technology
 - c. it prescribes too many interventions
 - d. it is too abstract
 - e. it only focuses on outcomes

ANS: D REF: p. 35 DIF: M

21. Scientists who thought there was “one best way” to do management were labeled which of the following?
- a. situational theorists
 - b. specialization theorists
 - c. classical scientists
 - d. management scientists
 - e. universal theorists

ANS: E REF: p. 36 DIF: M

22. Scientists who thought there was more than one way to practice management were labeled which of the following?
- a. situational theorists
 - b. specialization theorists
 - c. classical scientists
 - d. management scientists
 - e. universal theorists

ANS: A REF: p. 36 DIF: M

23. Situational theorists based their views of management on _____.
- a. the environment
 - b. the situation
 - c. the manager's ability
 - d. statistics
 - e. internal processes

ANS: B REF: p. 36 DIF: M

24. Which of the following is a contingency described in the text?
- a. technology
 - b. structure
 - c. environment
 - d. all of the answers are correct
 - e. none of the answers are correct

ANS: D REF: p. 36 DIF: M

25. Technological imperative says that as technological complexity increases, organization structure should _____.
- a. remain static
 - b. adjust to the technology
 - c. expand
 - d. shrink
 - e. none of the answers are correct

ANS: B REF: p. 37 DIF: M

26. Which management theory is based on rules and prescriptions?
- a. classical theory
 - b. behavioral theory
 - c. decision theory
 - d. systems theory
 - e. contingency theory

ANS: A REF: p. 38 DIF: H

27. Which management theory believes that management concepts can be learned?
- a. classical theory
 - b. behavioral theory
 - c. decision theory
 - d. systems theory
 - e. contingency theory

ANS: A REF: p. 38 DIF: H

28. Which management theory set defined limits to universal theories?
- classical theory
 - behavioral theory
 - decision theory
 - systems theory
 - contingency theory

ANS: E REF: p. 38 DIF: M

29. Which management theory included bounded rationality as a limit in decision-making?
- classical theory
 - behavioral theory
 - decision theory
 - systems theory
 - contingency theory

ANS: C REF: p. 38 DIF: M

30. Which management theory addressed the impact of the group on performance?
- classical theory
 - behavioral theory
 - decision theory
 - systems theory
 - contingency theory

ANS: B REF: p. 38 DIF: M

31. Which strategy involves keeping costs and prices lower than those of competitors?
- cost leadership
 - differentiation
 - cost focus
 - focused differentiation
 - none of the answers are correct

ANS: A REF: p. 41 DIF: M

32. Which strategy attempts to improve the firm's competitive position by developing unique products?
- cost leadership
 - differentiation
 - cost focus
 - focused differentiation
 - none of the answers are correct

ANS: B REF: p. 41 DIF: M

33. Which strategy emphasizes gaining competitive advantage through cost control in a small market area?
- a. cost leadership
 - b. differentiation
 - c. cost focus
 - d. focused differentiation
 - e. none of the answers are correct

ANS: C REF: p. 41 DIF: M

34. Which strategy involves providing a unique product in a narrow market area?
- a. cost leadership
 - b. differentiation
 - c. cost focus
 - d. focused differentiation
 - e. none of the answers are correct

ANS: D REF: p. 41 DIF: M

35. Which of the following scientists suggests that we build a learning organization by teaching discrete new skills?
- a. William Ouchi
 - b. Peter Senge
 - c. Michael Porter
 - d. Tom Peters
 - e. Edward Deming

ANS: B REF: p. 42 DIF: M

ESSAY

1. Describe the origins of modern management.

ANS:
pp. 21-22

2. What is the major contribution of classical management?

ANS:
pp. 22-23

3. Discuss Taylor's contribution to and the criticism of scientific management?

ANS:
pp. 23-24

4. What are the two main purposes of Classical Organization Theory.

ANS:
p. 25

5. What are Fayol's Principles of Management?

ANS:
pp. 26-27

6. Discuss the contributions of classical management, include a clear description of bureaucracy.

ANS:
pp. 26-27

7. Describe the relationship between classical management and behavioral management.

ANS:
pp. 26-30

8. What new ideas of management did the decisional sciences introduce?

ANS:
pp. 31-32

9. How did open systems change the thinking about management as a practice?

ANS:
pp. 33-35

10. Discuss the contingencies labeled in contingency theory.

ANS:
pp. 36-38