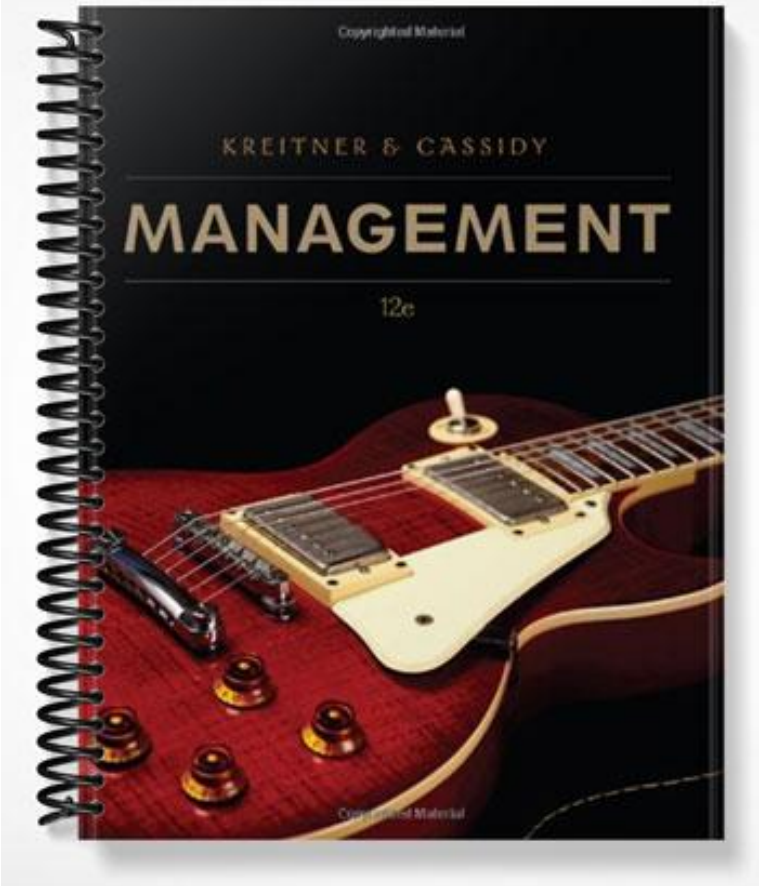
TEST BANK


Copyrighted Material
KREITNER & CASSIDY
MANAGEMENT
12e
Copyrighted Material

TRUE/FALSE

1. Founded in 1623, the Zildjian Company attributes its success to good management principles and an appreciation for the company legacy that keeps everyone focused on preserving the business for the long haul.

   ANS: T PTS: 1 DIF: Moderate REF: p. 35
   OBJ: LO: 2-1 NAT: BUSPROG: Analytic STA: DISC: Strategy
   KEY: Bloom's: Knowledge

2. The Zildjian Company has an estimated 65% of the world cymbal market. They attribute this success to sticking with one product and never making changes.

   ANS: F PTS: 1 DIF: Moderate REF: p. 35
   OBJ: LO: 2-1 NAT: BUSPROG: Analytic
   STA: DISC: Operations Management KEY: Bloom's: Knowledge

3. When studying management, history and historical perspective do not matter because management is a new, forward-looking field.

   ANS: F PTS: 1 DIF: Moderate REF: p. 36
   OBJ: LO: 2-1 NAT: BUSPROG: Analytic
   STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

4. We gain a better understanding of the present by taking a historical perspective.

   ANS: T PTS: 1 DIF: Moderate REF: p. 36
   OBJ: LO: 2-1 NAT: BUSPROG: Analytic
   STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

5. Women and men from around the globe have been contributors to management theory and practice.

   ANS: T PTS: 1 DIF: Moderate REF: p. 37
   OBJ: LO: 2-1 NAT: BUSPROG: Analytic
   STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

6. Business management courses were not taught in the U.S. until the end of World War II.

   ANS: F PTS: 1 DIF: Moderate REF: p. 37
   OBJ: LO: 2-1 NAT: BUSPROG: Analytic
   STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

7. In early cultures, management was something one learned by word of mouth and trial and error, rather than something one studied.

   ANS: T PTS: 1 DIF: Moderate REF: pp. 37-38
   OBJ: LO: 2-1 NAT: BUSPROG: Analytic
   STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

8. Management has been practiced for thousands of years.

ANS: T PTS: 1 DIF: Moderate REF: p. 37
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

9. The field of management is presently experiencing information overload.

ANS: T PTS: 1 DIF: Moderate REF: p. 38
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

10. The interdisciplinary nature of management is a principal cause of the information explosion in management theory.

ANS: T PTS: 1 DIF: Moderate REF: p. 38
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

11. The only universally accepted theory of management is the systems approach.

ANS: F PTS: 1 DIF: Easy REF: p. 38
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

12. The universal process approach is the oldest, and one of the most popular, approaches to management.

ANS: T PTS: 1 DIF: Moderate REF: p. 39
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

13. According to the universalist or functional approach to management, administration of public and private organizations requires different processes.

ANS: F PTS: 1 DIF: Moderate REF: p. 39
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

14. Chain of command refers to who is ultimately responsible for getting things done.

ANS: F PTS: 1 DIF: Easy REF: p. 39
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

15. According to Henri Fayol, a manager’s job can be divided into the following five areas of responsibility: planning, organizing, leading, motivating, and controlling.

ANS: F PTS: 1 DIF: Moderate REF: p. 40
OBJ: LO: 2-1 NAT: BUSPROG: Analytic STA: DISC: Strategy
KEY: Bloom's: Comprehension

16. According to Henri Fayol’s unity of command principle, each employee should receive orders from only one superior..

ANS: T PTS: 1 DIF: Easy REF: p. 40

OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

17. According to Fayol's centralization principle, the right to give orders must be centralized and the responsibility decentralized.

ANS: F PTS: 1 DIF: Moderate REF: p. 40
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

18. Subordinates should observe the formal chain of command unless expressly authorized by their respective superiors to communicate with each other. Fayol called this the scalar chain.

ANS: T PTS: 1 DIF: Moderate REF: p. 40
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

19. There is virtually no evidence of Henry Fayol's universal process approach in today's management literature.

ANS: F PTS: 1 DIF: Easy REF: p. 39 | p. 41
OBJ: LO: 2-1 NAT: BUSPROG: Operations Management
STA: DISC: Comprehension KEY: Bloom's: Comprehension

20. The operational approach to management focuses on improving efficiency and quality.

ANS: T PTS: 1 DIF: Moderate REF: p. 41
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

21. Frederick Taylor's scientific management movement involved standardization, time and task study, systematic selection and training, and pay incentives.

ANS: T PTS: 1 DIF: Easy REF: p. 41
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

22. As an advocate of employee rights, Frederick Taylor believed in letting workers determine their own way of doing tasks.

ANS: F PTS: 1 DIF: Moderate REF: p. 41 | p. 43
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

23. According to scientific management, workers produced more when paid by the hour.

ANS: F PTS: 1 DIF: Moderate REF: pp. 42-43
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

24. Henry L. Gantt humanized Frederick Taylor's differential piece-rate plan by combining a guaranteed day rate (minimum wage) with an above-standard bonus.

ANS: T PTS: 1 DIF: Moderate REF: p. 44

OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

25. Frank and Lillian Gilbreth were dedicated to finding the one best way to do every job.

ANS: T PTS: 1 DIF: Moderate REF: p. 44
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

26. A Pareto analysis can be used to separate major problems from minor ones by determining the 20 percent of possible causes leading to 80 percent of all problems.

ANS: T PTS: 1 DIF: Easy REF: p. 45
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

27. According to Armand V. Feigenbaum, quality is determined by the customer.

ANS: T PTS: 1 DIF: Moderate REF: p. 45
OBJ: LO: 2-3 NAT: BUSPROG: Analytic STA: DISC: Creation of Value
KEY: Bloom's: Comprehension

28. The concept of a fishbone diagram, or doing it right the first time, was promoted by Philip B. Crosby.

ANS: F PTS: 1 DIF: Moderate REF: p. 45
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

29. Whereas scientific management is limited largely to hand labor and machine shops, operations management specialists apply their expertise to all types of production and service operations.

ANS: T PTS: 1 DIF: Moderate REF: pp. 45-46
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

30. Frederick Taylor and the early scientific management proponents have been praised for viewing workers as complex beings, not mindless machines who work just for money.

ANS: F PTS: 1 DIF: Easy REF: pp. 45-46
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

31. Advocates of the behavioral approach to management argue that profits must be the central focus of organized activity, since without profits the organization cannot exist.

ANS: F PTS: 1 DIF: Moderate REF: p. 46
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

32. The legal formation of labor unions was an important historical influence behind the human relations movement.

ANS: T PTS: 1 DIF: Moderate REF: pp. 46-47
OBJ: LO: 2-4 NAT: BUSPROG: Analytic

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

33. The idea that "satisfied employees would be less inclined to join unions" was proposed by early human relations theory after the Wagner Act was passed.

ANS: T PTS: 1 DIF: Moderate REF: p. 47
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Legal Responsibilities KEY: Bloom's: Comprehension

34. Frederick Taylor's scientific management studies began in 1924 in a Western Electric plant near Chicago.

ANS: F PTS: 1 DIF: Moderate REF: p. 47
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

35. The performance of a select group of employees in the Hawthorne studies tended to improve, no matter how the physical surroundings were manipulated.

ANS: T PTS: 1 DIF: Moderate REF: p. 47
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

36. The Hawthorne studies concluded that productivity was affected less by changes in work conditions than by the attitudes of the workers.

ANS: T PTS: 1 DIF: Moderate REF: p. 47
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

37. Mary Parker Follett viewed organizations as technical systems.

ANS: F PTS: 1 DIF: Moderate REF: p. 48
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

38. Douglas McGregor's Theory Y assumes people are energetic and creative individuals capable of achieving great things if given the opportunity.

ANS: T PTS: 1 DIF: Easy REF: p. 48
OBJ: LO: 2-4 NAT: BUSPROG: Analytic STA: DISC: Individual Dynamics
KEY: Bloom's: Knowledge

39. Douglas McGregor's Theory Y assumes that most will only do as their told and that employees prefer to be directed.

ANS: F PTS: 1 DIF: Moderate REF: p. 48
OBJ: LO: 2-4 NAT: BUSPROG: Analytic STA: DISC: Individual Dynamics
KEY: Bloom's: Knowledge

40. The idea that most people dislike work, and will avoid it when they can, is a Theory Y assumption, according to McGregor.

ANS: F PTS: 1 DIF: Moderate REF: p. 49

OBJ: LO: 2-4 NAT: BUSPROG: Analytic STA: DISC: Individual Dynamics
KEY: Bloom's: Knowledge

41. The behavioral approach to management makes it clear to present and future managers that people are the key to productivity.

ANS: T PTS: 1 DIF: Easy REF: p. 49
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

42. Systems theorists studied management by taking things apart.

ANS: F PTS: 1 DIF: Moderate REF: p. 50
OBJ: LO: 2-5 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

43. According to Chester Barnard's early systems model, the principal elements in an organization are willingness to serve, common purpose, and communication.

ANS: T PTS: 1 DIF: Moderate REF: p. 50
OBJ: LO: 2-5 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

44. Chester Barnard's systems perspective has encouraged management and organization theorists to study organizations as complex and dynamic wholes instead of piece by piece.

ANS: T PTS: 1 DIF: Moderate REF: p. 51
OBJ: LO: 2-5 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

45. Everything belongs to only one system 3/4 the solar system, according to general systems theory.

ANS: F PTS: 1 DIF: Easy REF: p. 51
OBJ: LO: 2-5 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

46. Given that a battery-powered digital watch runs without help from the outside environment, it could be described as a relatively closed system, after the battery is in place.

ANS: T PTS: 1 DIF: Challenging REF: p. 51
OBJ: LO: 2-5 NAT: BUSPROG: Reflective Thinking
STA: DISC: Operations Management KEY: Bloom's: Application

47. Organizational learning advocates say organizations can learn from experience, just as people do.

ANS: T PTS: 1 DIF: Moderate REF: p. 52
OBJ: LO: 2-5 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

48. A commonality between chaos theory and organizational learning is the concept that systems are influenced by feedback.

ANS: T PTS: 1 DIF: Moderate REF: p. 52
OBJ: LO: 2-5 NAT: BUSPROG: Analytic

STA: DISC: Operations Management KEY: Bloom's: Comprehension

49. Complex adaptive systems cannot be changed.

ANS: F PTS: 1 DIF: Easy REF: p. 52
OBJ: LO: 2-6 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

50. The most significant contribution of contingency theory has been the identification of the one best way to manage.

ANS: F PTS: 1 DIF: Moderate REF: p. 54
OBJ: LO: 2-6 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

51. According to the contingency approach, different situations require different managerial responses.

ANS: T PTS: 1 DIF: Easy REF: p. 54
OBJ: LO: 2-6 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

52. The contingency approach to management amounts to a purely situational view.

ANS: F PTS: 1 DIF: Moderate REF: p. 54
OBJ: LO: 2-6 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

53. The three characteristics of the contingency approach are a multivariate approach, an open-system perspective, and a practical research orientation.

ANS: T PTS: 1 DIF: Moderate REF: pp. 54-55
OBJ: LO: 2-6 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

54. Closed-system thinking is fundamental to the contingency view.

ANS: F PTS: 1 DIF: Moderate REF: p. 55
OBJ: LO: 2-6 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

55. Bivariate analysis is a research technique used to determine how a combination of variables interacts to cause a particular outcome.

ANS: F PTS: 1 DIF: Moderate REF: p. 55
OBJ: LO: 2-6 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

56. The contingency approach is strictly theoretical 3/4 not research-oriented.

ANS: F PTS: 1 DIF: Moderate REF: pp. 54-55
OBJ: LO: 2-6 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

57. Practical and relevant multivariate analyses are what contingency management theorists strive to carry out.

ANS: T PTS: 1 DIF: Moderate REF: p. 55
OBJ: LO: 2-6 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

58. Management theory probably will not evolve beyond the contingency approach.

ANS: F PTS: 1 DIF: Moderate REF: p. 55
OBJ: LO: 2-6 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

59. The contingency approach is a helpful addition to management thought because it emphasizes situational appropriateness.

ANS: T PTS: 1 DIF: Moderate REF: pp. 54-55
OBJ: LO: 2-6 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

60. In order to avoid the quick-fix mentality, which makes management by best-seller so tempting, managers should ensure that recommendations are based on science or, at least, on some form of rigorous documentation, rather than purely on advocacy.

ANS: T PTS: 1 DIF: Moderate REF: p. 58
OBJ: LO: 2-7 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

MULTIPLE CHOICE

61. The Zildjian Company's key to success is
    a. their secret strategy
    b. good management practices
    c. avoiding risky R&D (research and development)
    d. buying their competitors
    e. their location

ANS: B PTS: 1 DIF: Moderate REF: pp. 35-36
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

62. The Zildjian Company has achieved long-term success in part, because they are guided by their core values. Which of the following is NOT one of their core values?
    a. innovation
    b. craftsmanship
    c. avoiding risk taking
    d. empowering employees
    e. customer collaboration

ANS: C PTS: 1 DIF: Moderate REF: p. 35
OBJ: LO: 2-1 NAT: BUSPROG: Analytic STA: DISC: Strategy
KEY: Bloom's: Analysis

63. Where did the pioneering contributors to management theory and practice come from?

a. Around the globe
b. The United States
c. The Western Hemisphere
d. The Third World countries
e. The Eastern Hemisphere

ANS: A PTS: 1 DIF: Moderate REF: p. 37
OBJ: LO: 2-1 NAT: BUSPROG: Diversity
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

64. As an area of academic study, management is essentially a product of
a. the sixteenth century.
b. the British system.
c. the twentieth century.
d. trial and errors.
e. corporate America.

ANS: C PTS: 1 DIF: Moderate REF: p. 37
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

65. Which of these best describes the body of management knowledge today?
a. Japan-dominated
b. Disappearing
c. Experiencing information overload
d. Severely limited
e. Unified

ANS: C PTS: 1 DIF: Moderate REF: p. 38
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Evaluation

66. Steve Wozniak, cofounder of Apple sets the record straight on many factual errors written about him including that he dropped out of college (he didn't). His story reminds managers that they should
a. research only online using sites such as Wikipedia
b. always trust data that has been published in books
c. validate the real story by going to the person who is the subject of the article
d. always trust data that has been published in journals
e. validate the real story by going to the person writing the article or publication

ANS: C PTS: 1 DIF: Challenging REF: p. 38
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

67. The field of management can be described as
a. interdisciplinary
b. applied social science
c. little more than common sense
d. highly scientific
e. seriously out of date

ANS: A PTS: 1 DIF: Easy REF: p. 38
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

68. Which of the following is not one of the approaches to management discussed in the text?
    a. The systems approach
    b. The contingency approach
    c. The universal process approach
    d. The multinational approach
    e. The behavioral approach

    ANS: D PTS: 1 DIF: Easy REF: p. 39
    OBJ: LO: 2-1 NAT: BUSPROG: Analytic
    STA: DISC: Operations Management KEY: Bloom's: Analysis

69. Which approach is the oldest, and one of the most popular, approaches to management thought?
    a. Contingency
    b. Universal process
    c. Operational
    d. Systems theory
    e. Behavioral

    ANS: B PTS: 1 DIF: Easy REF: p. 39
    OBJ: LO: 2-1 NAT: BUSPROG: Analytic
    STA: DISC: Operations Management KEY: Bloom's: Comprehension

70. The functional approach to management is also known as the
    a. systems approach.
    b. behavioral approach.
    c. excellence approach.
    d. operational approach.
    e. universal process approach.

    ANS: E PTS: 1 DIF: Moderate REF: p. 39
    OBJ: LO: 2-1 NAT: BUSPROG: Analytic
    STA: DISC: Operations Management KEY: Bloom's: Knowledge

71. The universal process approach assumes that
    a. managing in public and private organizations is basically the same.
    b. small organizations are hardest to manage.
    c. management is not practiced in small organizations.
    d. managing in public and private organizations is completely different.
    e. it is more difficult to manage public organizations.

    ANS: A PTS: 1 DIF: Easy REF: p. 39
    OBJ: LO: 2-1 NAT: BUSPROG: Analytic
    STA: DISC: Operations Management KEY: Bloom's: Comprehension

72. Henry Fayol's 14 Universal Principles of Management includes _____, the principle that specialization of labor is necessary for organizational success.
    a. discipline
    b. authority
    c. the chain of command
    d. the division of work
    e. the unity of direction

    ANS: D PTS: 1 DIF: Moderate REF: p. 40
    OBJ: LO: 2-1 NAT: BUSPROG: Analytic
    STA: DISC: Operations Management KEY: Bloom's: Knowledge

73. ____ refers to who is ultimately responsible for getting things done.
    a. Specialization of labor
    b. Chain of command
    c. Communication
    d. Delegation
    e. Authority

    ANS: E PTS: 1 DIF: Easy REF: p. 40
    OBJ: LO: 2-1 NAT: BUSPROG: Analytic
    STA: DISC: Operations Management KEY: Bloom's: Knowledge

74. Frenchman Henri Fayol's management writings were influenced by
    a. Chester I. Barnard.
    b. his thirty years as a college professor.
    c. his experience as an administrator.
    d. his military experience.
    e. his wife, Mary Parker Follett.

    ANS: C PTS: 1 DIF: Moderate REF: pp. 39-40
    OBJ: LO: 2-1 NAT: BUSPROG: Analytic
    STA: DISC: Operations Management KEY: Bloom's: Knowledge

75. ____ is one of Henry Fayol's five functions or areas of managerial responsibility.
    a. Cooperation
    b. Control
    c. Optimization
    d. Leading
    e. Communicating

    ANS: B PTS: 1 DIF: Easy REF: p. 40
    OBJ: LO: 2-1 NAT: BUSPROG: Analytic STA: DISC: Strategy
    KEY: Bloom's: Analysis

76. Imagine that you work for Laura Rice. She believes that you will be a devoted and loyal employee if she treats you with a combination of kindliness and justice. This belief refers to which of Henry Fayol's principles of management?
    a. Equity
    b. Stability and tenure of personnel
    c. Centralization
    d. Scalar chain
    e. Discipline

    ANS: A PTS: 1 DIF: Challenging REF: p. 40
    OBJ: LO: 2-1 NAT: BUSPROG: Reflective Thinking STA: DISC: Individual Dynamics
    KEY: Bloom's: Application

77. Chris Randert, the CEO of Randert Printing Company, remarked in a recent speech that specialization of labor will be necessary for his company's success. Which of Henry Fayol's principles of management was he referring to?
    a. Unity of command
    b. Division of Work
    c. Unity of direction
    d. Scalar chain
    e. Authority

ANS: B PTS: 1 DIF: Challenging REF: p. 40
OBJ: LO: 2-1 NAT: BUSPROG: Reflective Thinking STA: DISC: Individual Dynamics
KEY: Bloom's: Application

78. Which one of these is NOT one of Henry Fayol's 14 universal principles of management?
a. *Esprit de corps*
b. Equity
c. Authority
d. Diversity
e. Centralization

ANS: D PTS: 1 DIF: Challenging REF: p. 40
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Analysis

79. To reduce employee confusion, Star Cruise Company recently instituted a policy stating that an employee should receive orders from only one supervisor. Which of Henry Fayol's principles of management relates to this policy?
a. Unity of command
b. Unity of purpose
c. Scalar chain
d. Authority
e. *Esprit de corps*

ANS: A PTS: 1 DIF: Challenging REF: p. 40
OBJ: LO: 2-1 NAT: BUSPROG: Reflective Thinking
STA: DISC: Operations Management KEY: Bloom's: Application

80. Which of Henry Fayol's principles indicates that the right to give orders must accompany responsibility?
a. Unity of direction
b. Discipline
c. Unity of command
d. Scalar chain
e. Authority

ANS: E PTS: 1 DIF: Easy REF: p. 40
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

81. Which of Henry Fayol's principles might help a home building company that is very uncoordinated and unfocused because everyone is authorized to work with complete autonomy?
a. Initiative
b. Unity of direction
c. Scalar chain
d. Authority
e. Stability and tenure of personnel

ANS: B PTS: 1 DIF: Moderate REF: p. 40
OBJ: LO: 2-1 NAT: BUSPROG: Reflective Thinking
STA: DISC: Operations Management KEY: Bloom's: Application

82. According to Henry Fayol's ____ principle, harmonious effort among individuals is the key to organizational success.

a. unity of direction
b. scalar chain
c. equity
d. unity of command
e. *esprit de corps*

ANS: E PTS: 1 DIF: Moderate REF: p. 40
OBJ: LO: 2-1 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

83. When Laura, a service manager at a graphic design company shared with her boss, "This was a great week. While you were on vacation we had a power outage that shut down the office. However, I quickly formulated and implemented a plan for everyone in the design department to work from home so we still met all of our deadlines." Laura's actions are an excellent example of Henry Fayol's _____ principle?
a. *Esprit de corps*
b. Centralization
c. Order
d. Initiative
e. Scalar chain

ANS: D PTS: 1 DIF: Challenging REF: p. 40
OBJ: LO: 2-1 NAT: BUSPROG: Reflective Thinking STA: DISC: Individual Dynamics
KEY: Bloom's: Application

84. The ____ approach is useful because it specifies generally what managers *should* do, while the other approaches help explain *why* and *how*.
a. operational
b. functional
c. systems
d. contingency
e. behavioral

ANS: B PTS: 1 DIF: Moderate REF: p. 41
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Analysis

85. The operational approach, by definition, is oriented toward what type of management?
a. Personnel
b. Production
c. Accounting
d. Finance
e. Marketing

ANS: B PTS: 1 DIF: Easy REF: p. 41
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

86. _____ is involved when performance standards are developed on the basis of systematic observation and experimentation.
a. Fayol's universal principle
b. Therbligs
c. Gantt chart
d. Total quality control
e. Scientific management

ANS: E PTS: 1 DIF: Easy REF: p. 41
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

87. ____ is one of the key elements that captures the spirit of scientific management.
a. Capitalism
b. Communication
c. Experimentation
d. Cooperation
e. Indoctrination

ANS: C PTS: 1 DIF: Moderate REF: p. 41
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

88. Which of the following is NOT an area that Frederick W. Taylor focused his work on?
a. Standardization
b. Time and task study
c. Human relations study
d. Systematic selection and training
e. Pay incentives

ANS: C PTS: 1 DIF: Moderate REF: pp. 41-42
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Analysis

89. Kevin Sweeney a manager at Mixed Metals Manufacturing, recently posted data for employees on the optimum cutting tool speeds and the rate at which stock should be fed into machines for each job. This exemplifies which of Frederick W. Taylor's areas of study?
a. Human relations study
b. Time and task study
c. Selection and training
d. Standardization
e. Pay incentives

ANS: D PTS: 1 DIF: Challenging REF: p. 41
OBJ: LO: 2-2 NAT: BUSPROG: Reflective Thinking
STA: DISC: Operations Management KEY: Bloom's: Application

90. In an effort move the greatest amount of material in a day, what did Frederick W. Taylor do when his studies revealed the optimum shovel load to be 21 pounds?
a. Automated the process to eliminate human labor
b. Invented a steam-powered shoveling machine
c. Suggested employees bring their own shovels to work
d. Replaced workers' shovels with specialized company shovels
e. Replaced all the shovelers with harder workers

ANS: D PTS: 1 DIF: Moderate REF: p. 42
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

91. During Frederick W. Taylor's pig iron handling experiments, he claims to have dramatically improved output by
a. having the workers rest more than they worked.

b. cutting the size of the standard iron "pig" in half.
c. eliminating half the walking distance.
d. automating the process to eliminate human labor.
e. hiring only weight lifters.

ANS: A PTS: 1 DIF: Moderate REF: p. 42
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

92. According to Frederick W. Taylor, above anything else, workers want ____ from their employers?
a. interesting work
b. high wages
c. friendly treatment
d. participation in decision making
e. clean and safe working conditions

ANS: B PTS: 1 DIF: Moderate REF: p. 42
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

93. The ____ assumption led Frederick W. Taylor to believe that piece rates were important to improved productivity.
a. social network
b. behavioral
c. economic man
d. irrational man
e. systems approach

ANS: C PTS: 1 DIF: Moderate REF: p. 42
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

94. Inspired by Frederick W. Taylor's time studies and motivated by a desire to expand human potential, Frank and Lillian Gilbreth turned ____ into an exact science.
a. human relations
b. motion study
c. motivation
d. labor relations
e. employees

ANS: B PTS: 1 DIF: Easy REF: p. 43
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

95. What did Frank and Lillian Gilbreth mean when using the term "therbligs"?
a. Types of employment experience
b. Units of time
c. Hand motions such as grasp and hold
d. Bricks and morter movement
e. Movements for folding cotton cloth

ANS: C PTS: 1 DIF: Moderate REF: p. 43
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

96. Henry L. Gantt humanized Frederick W. Taylor's differential pay system by
    a. paying everyone the same.
    b. paying employees in cash.
    c. introducing a minimum wage.
    d. eliminating bonuses.
    e. introducing hourly wages.

    ANS: C PTS: 1 DIF: Moderate REF: p. 44
    OBJ: LO: 2-2 NAT: BUSPROG: Analytic
    STA: DISC: Operations Management KEY: Bloom's: Analysis

97. Henry L. Gantt urged management to concentrate on service rather than ____ and emphasized the importance of ____.
    a. manufacturing; profits
    b. profits; the human factor
    c. profits; the production factor
    d. manufacturing; communication
    e. security; profits

    ANS: B PTS: 1 DIF: Moderate REF: p. 44
    OBJ: LO: 2-2 NAT: BUSPROG: Analytic
    STA: DISC: Operations Management KEY: Bloom's: Analysis

98. In the United States, advice from quality advocates finally began to sink in during the
    a. 1950s.
    b. 1960s.
    c. 1970s.
    d. 1980s.
    e. 1990s.

    ANS: D PTS: 1 DIF: Moderate REF: p. 44
    OBJ: LO: 2-3 NAT: BUSPROG: Analytic
    STA: DISC: Environmental Influence KEY: Bloom's: Knowledge

99. Walter A. Shewart, a former Bell Laboratories employee is recognized for introducing?
    a. Differential piece-scale system
    b. Focus on internal customers
    c. Pareto Analysis
    d. Zero defect
    e. The concept of statistical quality control

    ANS: E PTS: 1 DIF: Moderate REF: p. 44
    OBJ: LO: 2-3 NAT: BUSPROG: Analytic
    STA: DISC: Operations Management KEY: Bloom's: Knowledge

100. Who among the following was NOT a pioneering advocate of quality?
    a. Mary Parker Follett
    b. Walter A. Shewhart
    c. W. Edwards Deming
    d. Kaoru Ishikawa
    e. Joseph M. Juran

    ANS: A PTS: 1 DIF: Moderate REF: pp. 44-45
    OBJ: LO: 2-3 NAT: BUSPROG: Analytic
    STA: DISC: Operations Management KEY: Bloom's: Analysis

101. Marco is a production manager at a boat manufacturing facility. He recently told his production employees that they have the authority to stop the production line if they spot problems. This exemplifies the approach of which quality advocate?
a. Kaoru Ishikawa
b. W. Edwards Deming
c. Philip B. Crosby
d. Frederick W. Taylor
e. Peter Drucker

ANS: B PTS: 1 DIF: Challenging REF: pp. 44-45
OBJ: LO: 2-3 NAT: BUSPROG: Reflective Thinking
STA: DISC: Operations Management KEY: Bloom's: Application

102. Kaoru Ishikawa included _____in his expanded idea of customers.
a. primarily suppliers
b. competitors
c. hourly employees only
d. external customers only
e. both internal and external customers

ANS: E PTS: 1 DIF: Moderate REF: p. 44
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

103. A popular problem-solving tool developed by Kaoru Ishikawa is
a. the Pareto analysis.
b. the EOQ model.
c. the zero-defect system.
d. the fishbone diagram.
e. linear programming.

ANS: D PTS: 1 DIF: Moderate REF: p. 44
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

104. What sort of improvement did W. Edwards Deming recommended for all types of operations?
a. Segmented
b. Continuous
c. Economic
d. Training
e. Parallel

ANS: B PTS: 1 DIF: Moderate REF: pp. 44-45
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

105. Which of these is also known as the 80/20 rule?
a. Linear programming
b. Contingency planning
c. Pareto analysis
d. Fishbone analysis
e. Strategic scanning

ANS: C PTS: 1 DIF: Easy REF: p. 45

OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

106. Who developed the concept of total quality control?
a. W. Edwards Deming
b. Philip B. Crosby
c. Joseph M. Juran
d. Kaoru Ishikawa
e. Armand V. Feigenbaum

ANS: E PTS: 1 DIF: Easy REF: p. 45
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

107. The ____, according to Armand V. Fiegenbaum, is the one who ultimately determines quality.
a. customer
b. competitor
c. top management
d. government
e. employee

ANS: A PTS: 1 DIF: Moderate REF: p. 45
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

108. Which concept most closely parallels Philip Crosby's idea of zero defects.
a. Do it right the first time
b. Find lots of reliable suppliers
c. Listen to the customer
d. Involve the entire organization
e. Get top-management support for quality improvement

ANS: A PTS: 1 DIF: Moderate REF: p. 45
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Evaluation

109. Norske Skog, a Norwegian paper maker used _____ to enable managers to study the business with a new level of detail which ultimately led improved efficiency and effectiveness.
a. a model of its global operations built by two math whizzes
b. a model of its unionization and labor relations built by Kare Leira
c. an us-versus-them approach to union-management relations
d. a differential piece-rate plan
e. a traditional piece-rate plan

ANS: A PTS: 1 DIF: Challenging REF: p. 46
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

110. ____ is defined as the process of transforming material and human resources into useful goods and services.
a. Contingency management
b. Scientific management
c. Behavioral management
d. Operations management
e. Quality control management

ANS: D PTS: 1 DIF: Moderate REF: p. 46
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

111. ____ managers could be called the frontline troops in the battle for productivity growth.
a. Contingency
b. Scientific
c. Operations
d. Upper-level
e. New

ANS: C PTS: 1 DIF: Moderate REF: p. 46
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

112. An important post-World War II outgrowth of the operational approach is
a. operations management.
b. scientific management.
c. contingency management.
d. quality control management.
e. behavioral management.

ANS: A PTS: 1 DIF: Moderate REF: p. 45
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

113. Advocates of the _____ approach to management believe that _____ should be the central focus of organized activity.
a. operations; quality
b. scientific management; functions
c. universal process; technology
d. quality control; suppliers
e. behavioral; people

ANS: E PTS: 1 DIF: Moderate REF: p. 46
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Analysis

114. Which of these was a concerted effort among theorists and practitioners to make managers more sensitive to their employees' needs?
a. Operations approach
b. Systems movement
c. Human relations movement
d. Universal process approach
e. Excellence in attributes management

ANS: C PTS: 1 DIF: Easy REF: p. 46
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

115. Which of these helped support the human relations movement?
a. General systems theory
b. Fayol's universal principles
c. Gantt charts

d. Statistical process control
e. The threat of unionization

ANS: E PTS: 1 DIF: Moderate REF: p. 46
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Environmental Influence KEY: Bloom's: Comprehension

116. When the Wagner Act was passed in 1935 legalizing collective bargaining, business managers began adopting morale-boosting human relations techniques as a(n)
a. motivator.
b. way to avoid pay raises.
c. union-avoidance tactic.
d. experiment in scientific management.
e. legal requirement.

ANS: C PTS: 1 DIF: Moderate REF: p. 47
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Legal Responsibilities KEY: Bloom's: Knowledge

117. Who cautioned managers that emotional factors were a more important determinant of productive efficiency than were physical and logical factors?
a. Elton Mayo
b. W. Edwards Deming
c. Henry L. Gantt
d. Philip B. Crosby
e. Chester I. Barnard

ANS: A PTS: 1 DIF: Challenging REF: p. 47
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

118. In the Hawthorne studies, what variable was found to be the most significant relative to worker productivity?
a. Labor union activities
b. Size of the work group
c. Pay levels
d. Lighting
e. Relations between employees, peers, and supervisors

ANS: E PTS: 1 DIF: Easy REF: p. 47
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

119. Jeff believes that, as a manager, cooperation, a spirit of unity, and self-control are the keys to both productivity and a democratic way of life. This philosophy exemplifies the work of
a. Mary Parker Follett.
b. Frederick W. Taylor.
c. W. Edwards Deming.
d. Douglas McGregor.
e. Chester I. Barnard.

ANS: A PTS: 1 DIF: Challenging REF: p. 48
OBJ: LO: 2-4 NAT: BUSPROG: Reflective Thinking
STA: DISC: Operations Management KEY: Bloom's: Application

120. We can credit the Hawthorne studies with turning management theorists away from the ____ model and toward the ____ model of the average working person.
   a. economic person; social person
   b. hedonistic person; economic person
   c. social person; economic person
   d. psychological person; political person
   e. political person; social person

   ANS: A PTS: 1 DIF: Moderate REF: p. 47
   OBJ: LO: 2-4 NAT: BUSPROG: Analytic
   STA: DISC: Operations Management KEY: Bloom's: Analysis

121. What did Mary Parker Follett urge managers to do?
   a. Motivate rather than simply demand performance
   b. Adopt a Theory X view of workers
   c. Ignore the findings of the Hawthorne studies
   d. Get rid of the traditional hierarchy of authority
   e. Share profits equally with workers

   ANS: A PTS: 1 DIF: Moderate REF: p. 48
   OBJ: LO: 2-4 NAT: BUSPROG: Analytic
   STA: DISC: Operations Management KEY: Bloom's: Comprehension

122. Emily Jefferson is a supervisor for a local bank who sums up her management philosophy by saying "My people are basically lazy and it is my job to tell them what, when, and how to do things. In fact, they want to be told what to do." What label would McGregor have applied to Ms. Jefferson's management style?
   a. Theory Z
   b. Ineffective
   c. Theory X
   d. Task-motivated
   e. Theory Y

   ANS: C PTS: 1 DIF: Challenging REF: p. 48
   OBJ: LO: 2-4 NAT: BUSPROG: Reflective Thinking STA: DISC: Individual Dynamics
   KEY: Bloom's: Application

123. Chey, a district manager at Direct Divisions Inc., remarks that "my employees are creative, imaginative, and capable of self-direction and self-control." What label would McGregor have applied to Chey's management style?
   a. Theory Z
   b. Idealistic
   c. Relations-motivated
   d. Theory X
   e. Theory Y

   ANS: E PTS: 1 DIF: Challenging REF: p. 48
   OBJ: LO: 2-4 NAT: BUSPROG: Reflective Thinking STA: DISC: Individual Dynamics
   KEY: Bloom's: Application

124. American Express experienced a 10% increase to service margins in their global customer service division's call center by revamping the division with the theory: _____.
   a. shorter customer calls leads to greater productivity
   b. happier employees mean happier customers
   c. standardized schedules will create greater consistency

d. focus more on outcomes and less on attitude
e. shift from employee centered to technology centered for customer satisfaction

ANS: B PTS: 1 DIF: Moderate REF: p. 48
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Analysis

125. Which approach makes it clear to managers that people are the key to productivity?
a. Scientific management
b. Behavioral
c. Operations management
d. Contingency
e. Systems

ANS: B PTS: 1 DIF: Easy REF: p. 49
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

126. Andrea Wells believes that many people in the general population have imagination, ingenuity, and creativity. This is what kind of an assumption?
a. Theory X
b. Theory Y
c. Type A
d. Type B
e. Positivist concept

ANS: B PTS: 1 DIF: Moderate REF: p. 48
OBJ: LO: 2-4 NAT: BUSPROG: Reflective Thinking STA: DISC: Individual Dynamics
KEY: Bloom's: Application

127. How has traditional human relations doctrine been criticized?
a. As a closed system
b. As too complex
c. As vague and simplistic
d. As monocultural
e. As old-fashioned

ANS: C PTS: 1 DIF: Moderate REF: p. 50
OBJ: LO: 2-4 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

128. Management is studied by ____ theorists by putting things together and assuming that the whole is greater than the sum of its parts.
a. universal process
b. systems
c. human relations
d. behavioral
e. scientific management

ANS: B PTS: 1 DIF: Moderate REF: p. 50
OBJ: LO: 2-5 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

129. Since management is not practiced in a vacuum, systems theorists recommend inside-out or
a. a one way process.

b. a closed environment.
c. command-and-control technique.
d. taking a unionized approach.
e. synthetic thinking.

ANS: E PTS: 1 DIF: Moderate REF: p. 50
OBJ: LO: 2-5 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

130. According to Chester I. Barnard, willingness to serve, common purpose, and _____ are the principal elements in an organization or cooperative system.
a. Interpersonal trust
b. Labor-management cooperation
c. Communication
d. Human motivation
e. Individual needs

ANS: C PTS: 1 DIF: Moderate REF: p. 50
OBJ: LO: 2-5 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

131. According to Chester I. Barnard's early systems theory, a natural gap exists between ____ and the organization's common purpose.
a. personal needs and motives
b. standard administrative procedures
c. technology
d. group norms
e. the individual's willingness to serve

ANS: E PTS: 1 DIF: Moderate REF: p. 50
OBJ: LO: 2-5 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Knowledge

132. A(n) ____ is a self-sufficient entity, whereas, a(n) ____ depends on the surrounding environment for survival.
a. universal system; specific system
b. open system; closed system
c. general system; closed system
d. open system; general system
e. closed system; open system

ANS: E PTS: 1 DIF: Moderate REF: p. 51
OBJ: LO: 2-5 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Analysis

133. Organizations should be considered ____ systems.
a. open
b. specialized
c. closed
d. functional
e. independent

ANS: A PTS: 1 DIF: Easy REF: p. 51
OBJ: LO: 2-5 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

134. ____ portrays the organization as a living and thinking system.
   a. Organizational learning
   b. Matrix theory
   c. Scientific management
   d. Operations management
   e. Theory Y

   ANS: A PTS: 1 DIF: Moderate REF: p. 52
   OBJ: LO: 2-5 NAT: BUSPROG: Analytic
   STA: DISC: Operations Management KEY: Bloom's: Comprehension

135. Which statement most accurately captures the meaning of chaos theory?
   a. There is unknowable complexity in the natural world.
   b. There can be failure from apparent success.
   c. There is no rational order in the natural world.
   d. There is order among seemingly random patterns.
   e. There is complete predictability in the natural world.

   ANS: D PTS: 1 DIF: Moderate REF: p. 52
   OBJ: LO: 2-5 NAT: BUSPROG: Analytic
   STA: DISC: Operations Management KEY: Bloom's: Evaluation

136. Managers now have greater appreciation for the importance of seeing the whole picture because of the influence of the
   a. systems approach.
   b. behavioral approach.
   c. contingency approach.
   d. matrix theory.
   e. multivariate analysis.

   ANS: A PTS: 1 DIF: Moderate REF: p. 53
   OBJ: LO: 2-5 NAT: BUSPROG: Analytic
   STA: DISC: Operations Management KEY: Bloom's: Comprehension

137. Olivia is a storeowner who tells a management class that she tries to match the appropriate management technique to the situation. What is her general approach to management?
   a. Contingency
   b. Excellence
   c. Scientific management
   d. Universal process
   e. Systems

   ANS: A PTS: 1 DIF: Moderate REF: pp. 54-55
   OBJ: LO: 2-6 NAT: BUSPROG: Reflective Thinking STA: DISC: Individual Dynamics
   KEY: Bloom's: Application

138. The contingency approach lies midway between the systems approach and
   a. closed systems theory.
   b. chaos theory.
   c. the purely situational approach.
   d. the excellence approach.
   e. organizational behavior.

   ANS: C PTS: 1 DIF: Moderate REF: p. 54

OBJ: LO: 2-6 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

139. A characteristic of the contingency approach to management is
a. bivariate analysis.
b. open-system perspective.
c. closed-system view.
d. highly theoretical research orientation.
e. a Theory X view.

ANS: B PTS: 1 DIF: Moderate REF: p. 55
OBJ: LO: 2-6 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Analysis

140. Which of the following best describes the contingency approach?
a. Differential management
b. Managerial similarity
c. Continuous improvement
d. Situational management
e. One best way to manage

ANS: D PTS: 1 DIF: Moderate REF: pp. 54-55
OBJ: LO: 2-6 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Analysis

141. Jeremiah Townsley has an open-system perspective, a practical research orientation, and uses a multivariate decision making process. Jeremiah uses a(n) ____ management approach.
a. scientific
b. management-by-best-seller
c. quality control
d. contingency
e. human relations

ANS: D PTS: 1 DIF: Challenging REF: pp. 54-55
OBJ: LO: 2-6 NAT: BUSPROG: Reflective Thinking
STA: DISC: Operations Management KEY: Bloom's: Application

142. Regarding the evolution of management thought, the contingency approach is
a. open system analysis.
b. the final word.
c. only the beginning.
d. a promising step.
e. a confusing addition.

ANS: D PTS: 1 DIF: Moderate REF: p. 55
OBJ: LO: 2-6 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Evaluation

143. Authors of business best-sellers have been criticized by researchers for fostering a ____ mentality.
a. closed-system
b. quick-fix
c. success-at-any-cost
d. wasteful
e. multinational

ANS: B PTS: 1 DIF: Moderate REF: p. 57
OBJ: LO: 2-7 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

144. To avoid the quick-fix mentality, managers are advised to read which sort of management journals?
a. Those reporting nonquantitative studies
b. Ones that report highly controlled laboratory studies
c. Those reporting the results of public opinion polls
d. Ones specifying how-to-do-it procedures
e. Ones that translate research into practice

ANS: E PTS: 1 DIF: Moderate REF: pp. 57-58
OBJ: LO: 2-7 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

145. Craig M. McAllaster's critique of management by best seller warns of
a. pie-in-the-sky academic research.
b. get-rich-quick schemes.
c. one-size-fits-all solutions.
d. outdated research.
e. too much theory.

ANS: C PTS: 1 DIF: Moderate REF: p. 57
OBJ: LO: 2-7 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

146. Which approach to management do successful managers tend to use?
a. Modified contingency
b. Closed systems
c. Mixed bag
d. Incremental
e. Contingency

ANS: C PTS: 1 DIF: Moderate REF: p. 59
OBJ: LO: 2-7 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Comprehension

147. To develop your own personally relevant and useful approach to management begin by blending _____, the experience and advice of others, and your own experience.
a. systems
b. technology
c. theory
d. quality
e. tasks

ANS: C PTS: 1 DIF: Moderate REF: p. 59
OBJ: LO: 2-7 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: Bloom's: Analysis

Harriet and Ben

Harriet and Ben recently went to a management conference where they attended sessions on total quality control, production-oriented management, and employee involvement and employee needs. Both Harriet and Ben agree on the quality and production-oriented issues; however, they disagree on employee-related issues. Harriet believes that her employees are responsible and capable of self-direction and self-control. Ben disagrees with Harriet about her assumptions and argues that most people prefer to be directed and they avoid responsibility. Both have decided to apply the new lessons learned from the conference.

148. Refer to Harriet and Ben. The production-oriented management session attended by Harriet and Ben at the conference falls under which of these approaches to management?
    a. The contingency approach
    b. The behavioral approach
    c. The operational approach
    d. The systems approach
    e. The universal process approach

    ANS: C PTS: 1 DIF: Challenging REF: pp. 45-46
    OBJ: LO: 2-2 NAT: BUSPROG: Reflective Thinking
    STA: DISC: Operations Management KEY: Bloom's: Application

149. Refer to Harriet and Ben. Harriet and Ben were very impressed by the concept of Total Quality Control. Who should get historical credit for the concept?
    a. Kaoru Ishikawa
    b. Armand V. Feigenbaum
    c. Joseph M. Juran
    d. W. Edward Deming
    e. Walter A. Shewhart

    ANS: B PTS: 1 DIF: Challenging REF: p. 45
    OBJ: LO: 2-3 NAT: BUSPROG: Reflective Thinking
    STA: DISC: Operations Management KEY: Bloom's: Application

150. Refer to Harriet and Ben. Harriet's beliefs reflect which one of the labels used by Douglas McGregor to describe management assumptions about people?
    a. Theory X
    b. Theory Y
    c. Task-motivated
    d. Relations-motivated
    e. Theory Z

    ANS: B PTS: 1 DIF: Challenging REF: p. 48
    OBJ: LO: 2-4 NAT: BUSPROG: Reflective Thinking
    STA: DISC: Operations Management KEY: Bloom's: Application

151. Refer to Harriet and Ben. Ben's argument that most people prefer to be directed would be classified by McGregor as which of these?
    a. Ineffective
    b. Theory Y
    c. Theory Z
    d. Excellence in management
    e. Theory X

    ANS: E PTS: 1 DIF: Challenging REF: p. 48
    OBJ: LO: 2-4 NAT: BUSPROG: Reflective Thinking
    STA: DISC: Operations Management KEY: Bloom's: Application

152. Refer to Harriet and Ben. A focus on employee needs represents which of these approaches to management?
   a. The contingency approach
   b. The behavioral approach
   c. The systems approach
   d. The operational approach
   e. The universal process approach

   ANS: B PTS: 1 DIF: Challenging REF: p. 46
   OBJ: LO: 2-4 NAT: BUSPROG: Reflective Thinking
   STA: DISC: Operations Management KEY: Bloom's: Application

Mountain View Children's Care

Dr. Samantha Wong, chief pediatric physician at Mountain View Children's Care, has been experimenting with the number and size of patient rooms, and the location of these rooms, to develop performance standards and efficient operation. In improving her processes, Dr. Wong obtains feedback from both internal and external customers and advocates the idea of zero defects (every patient must be served right the first time) to all her partners and nurses. Dr. Wong's personal involvement in all areas of this pediatric practice appears to be leading the business to success.

153. Refer to Mountain View Children's Care. Dr. Wong is following whose work when she is experimenting to improve operational efficiency at Mountain View Children's Care?
   a. Mayo's human relations movement
   b. Chester I. Barnard's contingency theory
   c. Philip B. Crosby's systematic management
   d. Douglas McGregor's Theory X/Y
   e. Frederick W. Taylor's scientific management

   ANS: E PTS: 1 DIF: Challenging REF: p. 41 | p. 43
   OBJ: LO: 2-2 NAT: BUSPROG: Reflective Thinking
   STA: DISC: Operations Management KEY: Bloom's: Application

154. Refer to Mountain View Children's Care. When Dr. Wong obtains feedback from her customers, who should be credited for the idea of both internal and external customers?
   a. Kaoru Ishikawa
   b. Joseph M. Juran
   c. Walter A. Shewhart
   d. Armand V. Feigenbaum
   e. W. Edward Deming

   ANS: A PTS: 1 DIF: Challenging REF: p. 44
   OBJ: LO: 2-3 NAT: BUSPROG: Reflective Thinking
   STA: DISC: Operations Management KEY: Bloom's: Application

155. Refer to Mountain View Children's Care. When Dr. Wong advocates the idea of zero defects to her employees, she is advocating whose idea?
   a. Philip B. Crosby
   b. Kaoru Ishikawa
   c. W. Edward Deming
   d. Armand V. Feigenbaum
   e. Joseph M. Juran

   ANS: A PTS: 1 DIF: Challenging REF: p. 45
   OBJ: LO: 2-3 NAT: BUSPROG: Reflective Thinking

STA: DISC: Operations Management KEY: Bloom's: Application

156. Refer to Mountain View Children's Care. Mountain View Children's Care can be best described as which of these?
a. Open system
b. Independent system
c. Specialized system
d. Closed system
e. Theory X system

ANS: A PTS: 1 DIF: Challenging REF: p. 51
OBJ: LO: 2-5 NAT: BUSPROG: Reflective Thinking
STA: DISC: Operations Management KEY: Bloom's: Application

ESSAY

157. Imagine that you work for one of the top sporting goods retailers in the country. You are considered one of their top managers so it comes as no surprise that they have asked you to provide guidance and mentoring to a new manager at another store in your state. When you meet with this person you quickly discover why they are struggling - they constantly try to find the one best way to do things. What advice will you give this person to improve their management skills?.

ANS:
Because specific management techniques tend to work better in certain situations, there really is no one best way to do things. The idea is to fit the management technique to the situation in an "if-then" manner. Management tools and techniques must be appropriate to the demands of the situation. For example, flexible and adaptable organizations tend to perform better in unstable and rapidly changing situations. Reviewing systems, contingency and situational approaches to management will also help this new manager adapt their style to the organization and her employees.

PTS: 1 DIF: Challenging REF: pp. 54-55 OBJ: LO: 2-6
NAT: BUSPROG: Reflective Thinking STA: DISC: Operations Management
KEY: Bloom's: Synthesis

158. Congratulations! You have been hired by SuperComputers to revamp their customer service call center. Currently, they reward employees who handle the most calls in the shortest amount of time. Employees are discouraged from problem solving and instead are directed to only do what their told. The CEO of SuperComputers is concerned about this work unit as customers are complaining about poor customer service and unresolved issues. What approach will you take to turn this call center around? What management theory or theories will you use to improve customer service?

ANS:
Following the example from American Express on page 48, students responses will likely include multiple theories including the behavioral approach, placing emphasis on the people. Using the philosophy that happier employees mean happier customers. To address customer dissatisfaction, students may also incorporate concepts from quality advocates such as Kaoru Ishikawa including both internal and external customers in the search for improvement. They may also reference Mary Parker Follett’s belief that managers need to recognize individual employee’s motivators to inspire performance. They may also infuse a little of McGregor’s Theory Y and suggest eliminating the Theory X management attitude to help improve employee performance. The approach should include inviting input and feedback from employees and customers to determine expectations and identify strategies to provide great service.

PTS: 1 DIF: Challenging REF: p. 39 | p. 55 OBJ: LO: 2-4
NAT: BUSPROG: Reflective Thinking STA: DISC: Operations Management
KEY: Bloom's: Synthesis

SHORT ANSWER

159. What would Frenchman Henri Fayol have to say about a computer company's plans to hire a retired army general as its new chief executive officer?

ANS:
Because Fayol believed management is a universal process that is the same everywhere, regardless of the purpose of the organization, he would probably say the general would do a good job. The general would perform the same basic managerial functions 3/4 planning, organizing, command, coordination, and control 3/4 for the computer company that he did in the army. In other words, a good manager in one situation would likely be a good manager in all situations.

PTS: 1 DIF: Challenging REF: pp. 39-40 OBJ: LO: 2-1
NAT: BUSPROG: Analytic STA: DISC: Operations Management
KEY: Bloom's: Synthesis

160. How would you suggest that managers avoid the quick-fix mentality that makes management by best-seller so tempting.

ANS:
To avoid the quick-fix mentality, managers should: 1) Remain current with literature in the field, particularly with journals that translate research into practice. 2) Ensure that concepts applied are based on science or, at least, on some form of rigorous documentation, rather than purely on advocacy. 3) Be willing to examine and implement new concepts, but first do so using pilot tests with small units. 4) Be skeptical when simple solutions are offered; analyze them thoroughly. 5) Constantly anticipate the effects of current actions and events on future results.

PTS: 1 DIF: Challenging REF: pp. 57-58 OBJ: LO: 2-7
NAT: BUSPROG: Analytic STA: DISC: Operations Management
KEY: Bloom's: Synthesis

161. Why is it appropriate for managers to view their organizations as open systems?

ANS:
Open systems, as opposed to self-sufficient closed systems, can survive only through active interaction with the environment. Organizations are open systems because they interact constantly with the surrounding environment; they are not self-sufficient closed systems. By viewing organizations as open systems, managers can develop an appreciation for important organization-environment interactions (e.g., acquiring labor, money, energy, and resources and dispensing products, services, and wastes).

PTS: 1 DIF: Challenging REF: p. 51 OBJ: LO: 2-5
NAT: BUSPROG: Analytic STA: DISC: Operations Management
KEY: Bloom's: Evaluation

162. Briefly explain Frederick W. Taylor's important scientific management contributions.

ANS:

First, Taylor's metal-cutting experiments helped him develop standard operating procedures for machine shops. Second, his time-and-task shoveling experiments identified the most efficient shovel for each task. Third, Taylor's systematic selection and training of pig iron handlers demonstrated that more material could be moved with less effort. Fourth, Taylor's differential piece-rate pay plan gave above-standard workers an opportunity to earn more per unit. All four approaches significantly improved productivity.

PTS: 1 DIF: Challenging REF: p. 41 | p. 43 OBJ: LO: 2-2
NAT: BUSPROG: Analytic STA: DISC: Operations Management
KEY: Bloom's: Synthesis

163. Briefly describe factors that contributed to the rise of the human relations movement?

ANS:
Factors were the threat of unionization, the Hawthorne studies, and the philosophy of industrial humanism. Managers embraced human relations techniques as a way to stem the rising tide of labor unions following the passage of the Wagner Act in 1935. The Hawthorne studies at a Chicago-area Western Electric plant drew management's attention to the impact of worker attitudes and social interactions on output. Industrial humanists such as Elton Mayo, Mary Parker Follett, and Douglas McGregor cautioned managers to pay more attention to employee motivation, needs, and emotions.

PTS: 1 DIF: Challenging REF: pp. 46-47 OBJ: LO: 2-4
NAT: BUSPROG: Analytic STA: DISC: Environmental Influence
KEY: Bloom's: Synthesis