

TEST BANK



Williams Management 4thEd.



Test Item Type x Difficulty Level Correlation Table

Difficulty Level	True-False	Multiple Choice	Short Answer	Essay
Easy	1-3, 5, 8, 10, 13, 14, 17, 19, 22, 27	14, 15, 21, 23, 28, 29, 31, 32, 39, 40, 44, 51-53, 57-62, 65, 66	5, 8, 9	--
Moderate	4, 6, 7, 9, 11, 12, 15, 16, 18, 20, 23, 24, 26, 28, 29	1, 3-5, 7, 9-13, 16-20, 22, 25-27, 30, 33-35, 37, 38, 41-43, 45-50, 54, 63, 64, 67-72, 75	1-3	1, 2, 4
Difficult	21, 25	2, 6, 8, 24, 36, 55, 56, 73, 74, 76	4, 6, 7	3
Scenario	--	77-81	--	--
Total Number	29	81	9	4

TRUE/FALSE

1. Management ideas and practices have actually been used from the earliest times of recorded history.

ANS: T DIF: Easy REF: 34

2. For most of humankind’s history, people have commuted to work.

ANS: F DIF: Easy REF: 36
 For most of history, people have worked in or near their homes and have not commuted.

3. After the Industrial Revolution, jobs mostly occurred in large, formal organizations where hundreds of people worked under one roof.

ANS: T DIF: Easy REF: 37

4. Frederick Taylor was the father of systems management.

ANS: F DIF: Moderate REF: 39
 Frederick Taylor was the father of scientific management.

5. One of Taylor’s scientific management principles concerned how workers should be selected.

ANS: T DIF: Easy REF: 40
 The second principle of scientific management was to scientifically select, train, teach, and develop workers to help them reach their full potential.

6. According to the principles of scientific management, work and the responsibility for the work should be divided equally between workers and management.

ANS: T DIF: Moderate REF: 40

7. Frank and Lillian Gilbreth studied the psychology of groups.

ANS: F DIF: Moderate REF: 41

The Gilbreths are noted for their time and motion studies.

8. A time study allows each task or job to be broken down into separate motions. Once this is done, then unnecessary or repetitive motions can be eliminated.

ANS: F DIF: Easy REF: 42

This is the definition for a motion study.

9. A Gantt chart can be used to track informal communication paths.

ANS: F DIF: Moderate REF: 43

A Gantt chart shows which tasks must be completed at which times in order to complete a project or task.

10. Weber's concept of bureaucratic management supported qualification-based hiring and merit-based promotion.

ANS: T DIF: Easy REF: 45

11. According to Weber's bureaucratic management, people should lead by virtue of their rational-legal authority.

ANS: T DIF: Moderate REF: 45

12. According to bureaucratic management principles, those higher in the chain of command do not have the right to give commands, take action, and make decisions concerning activities occurring anywhere below them in the chain.

ANS: F DIF: Moderate REF: 46

According to bureaucratic management principles, those higher in the chain of command have the right to give commands, take action, and make decisions concerning activities occurring anywhere below them in the chain.

13. One of the limitations of bureaucratic management is the resistance of bureaucracies to change.

ANS: T DIF: Easy REF: 46

14. Henri Fayol classified management functions into five categories.

ANS: T DIF: Easy REF: 47

15. According to Fayol's 14 principles of management, esprit de corps is a source of major organizational conflict.

ANS: F DIF: Moderate REF: 48

The development of esprit de corps among workers encourages coordination of effort. See Exhibit 2.5.

16. Human relations management focused on managers' roles and authority.
- ANS: F DIF: Moderate REF: 49
Human relations management focused on the psychological and social aspects of work.
17. Mary Parker Follett believed that managers could deal with conflict through accommodation, mediation, and coercion.
- ANS: F DIF: Easy REF: 50
Mary Parker Follett believed that managers could deal with conflict through domination, compromise, and integration.
18. The point of integrative conflict resolution is to have both parties indicate their preferences and then work together to find an alternative that meets the needs of both.
- ANS: T DIF: Moderate REF: 50
19. Elton Mayo was one of the first researchers to focus on studying human relations management.
- ANS: T DIF: Easy REF: 51
20. The Hawthorne Studies proved that financial incentives weren't necessarily the most important motivator for workers.
- ANS: T DIF: Moderate REF: 54
21. Chester Barnard argued that managers can gain others' cooperation by completing three executive functions. They are securing essential services from individuals, formulating an organization's purpose and objectives, and providing a system of communication.
- ANS: T DIF: Difficult REF: 55
22. According to Chester Barnard, for many managerial requests or directives, there is a zone of indifference in which managers don't really care if the request is met or the directive is performed.
- ANS: F DIF: Easy REF: 55
According to Chester Barnard, for many managerial requests or directives there is a zone of indifference in which acceptance of managerial authority by workers is automatic.
23. Technological management involves managing the daily production of goods and services.
- ANS: F DIF: Moderate REF: 57
Operations management involves managing the daily production of goods and services.
24. One of the most commonly used operations management tools is cognitive mapping to better understand the psychology of the workers.
- ANS: F DIF: Moderate REF: 57
Tools for operations management include capacity planning, scheduling, linear programming, forecasting techniques, quality control, project management, and cost-benefit analysis

25. Today because of Eli Whitney's ideas for increasing production in a gun-manufacturing operation, most products are manufactured using standardized, interchangeable parts.

ANS: T DIF: Difficult REF: 57

26. A systems approach to management encourages managers to view each division as a separate, vital organism.

ANS: F DIF: Moderate REF: 60

A systems approach to management encourages managers to complicate their thinking by looking for connections between the different parts of the organization.

27. According to the systems approach to management, an open system can function without interacting with its environment.

ANS: F DIF: Easy REF: 60

According to the systems approach to management, a closed system can function without interacting with its environment.

28. One of the advantages of a systems view of management is that it forces managers to be aware of how the environment affects specific parts of the organization.

ANS: T DIF: Moderate REF: 61

29. The contingency approach to management holds that there is not one best way to manage an organization.

ANS: T DIF: Moderate REF: 62

MULTIPLE CHOICE

1. Which of the following statements about the origins of management is true?
- Job enrichment was developed during the last half of the twentieth century.
 - Management as a field of study is only about 125 years old.
 - Information management appeared with the first computers.
 - The use of management functions would have made the building of the Egyptian pyramids more efficient.
 - All of the above statements about the origin of management are true.

ANS: B DIF: Moderate REF: 34-36

The Greeks used job enrichment. An early form of information management was used by the Sumerians. The Egyptians did use management functions.

2. How did the Industrial Revolution change jobs and organizations?
- Managers realized the importance of synergistic tasks.
 - Managers realized the importance of customer relations.
 - Low-paid, unskilled workers running machines began to replace high-paid, skilled artisans.
 - Skilled jobs were performed in homes rather than in factories.
 - Managers learned to use delegation.

ANS: C DIF: Difficult REF: 37

Instead of being performed in fields and homes, jobs occurred in large, formal organizations where hundreds of people worked under one roof.

3. Prior to the introduction of _____, five workers given the identical task could use five different methods to perform the task with some methods being significantly more efficient than others.
- contingency management
 - scientific management
 - bureaucratic management
 - information management
 - systems management

ANS: B DIF: Moderate REF: 38-39

Scientific management is thoroughly studying and testing different work methods to identify the best, most efficient way to complete a job.

4. _____ occurs when workers deliberately slow down their pace or restrict their work outputs.
- Job loitering
 - Chugging
 - Roadblocking
 - Lagging
 - Soldiering

ANS: E DIF: Moderate REF: 39

5. Frederick Taylor is famous for:
- developing time and motion studies
 - first defining the functions of managers
 - developing the 14 principles of management
 - creating the principles of scientific management
 - doing all of these

ANS: D DIF: Moderate REF: 39

6. Prior to the development of scientific management principles, workers whose work pace was significantly faster than the normal pace in their work group were known as _____, and were often unpopular with their fellow workers.
- pace-setters
 - managerial accomodators
 - actualizers
 - rate busters
 - halo workers

ANS: D DIF: Difficult REF: 39

7. The goal of scientific management was to:
- make sure workers did not consider their work boring or repetitive
 - decreased wages for individual workers
 - eliminate conflict between workers and management
 - find the one best way to perform each task
 - find different ways to motivate workers

ANS: D DIF: Moderate REF: 40

Scientific management is thoroughly studying and testing different work methods to identify the best, most efficient way to complete a job.

8. Which of the following is NOT one of the principles of scientific management?
- Use group dynamics to ensure organizational goals are met.
 - Give employees rest breaks throughout the day
 - Find the one best way for doing each task.
 - Divide the work and the responsibility equally between management and workers.
 - Scientifically select, train, teach, and develop workers to help them reach their potential.

ANS: A DIF: Difficult REF: 40

The importance of group dynamics was not realized until the Hawthorne Studies.

9. Frank and Lillian Gilbreth are important to management because they:
- used motion studies to eliminate unnecessary or repetitive motions from the work process
 - proved the effectiveness of nonfinancial motivators in convincing workers to strive for organizational goals
 - realized how the principles of sociology applied to worker performance
 - viewed the organization as a system that influenced its environment and that was influenced by its environment
 - identified the four functions managers perform

ANS: A DIF: Moderate REF: 41

10. During World War I, battlefield surgery was crude. Which of the following management theorists would most likely have used their understanding of how work is done to help surgeons eliminate unnecessary motions, operate more efficiently, and save more lives by closely studying how surgeries were performed?
- Henri Fayol
 - Chester Barnard
 - Mary Parker Follett
 - Frederick Taylor
 - Frank Gilbreth

ANS: E DIF: Moderate REF: 41-42

This episode in Gilbreth's life is described in one of the books written by his son. He used motion studies to reduce the surgery time.

11. Which management theorist would most likely have said, "The greatest waste in the world comes from needless, ill-directed, and ineffective motions"?
- Frederick Taylor
 - Frank Gilbreth
 - Elton Mayo
 - Henri Fayol
 - Chester Barnard

ANS: B DIF: Moderate REF: 42

Gilbreth is famous for using motion studies to reduce or eliminate unnecessary and repetitive motions.

12. A contractor was feeling defeated because the job he was working on was so far behind schedule. As he looked at the job site, he saw one worker moving bricks by carrying two at a time from where they were unloaded to where they were needed. He saw another climbing up a ladder with a few shingles, climbing back down to get more, and then repeating the process. _____ could be used to determine how the workers could perform their tasks more efficiently.
- Time and motion studies
 - Resource assessments
 - Workload analyses
 - Systems analyses
 - Cost-benefit analyses

ANS: A DIF: Moderate REF: 42

Time studies would show how long it takes a good worker to finish a task. Motion studies would identify which motions are unnecessary and repetitive.

13. Frank and Lillian Gilbreth played a critical role in:
- learning how group dynamics influence work efficiency
 - reducing employee turnover
 - the passage of the Americans with Disabilities Act
 - the rehabilitation and employment of handicapped workers
 - the identification of the various roles leaders play within the organization

ANS: D DIF: Moderate REF: 42

14. The Gantt chart:
- was a precursor to the organizational chart
 - is a chart that shows when and where tasks need to be completed so that a job can be completed in a timely fashion
 - was an early method for breaking jobs down into their smallest common denominator
 - was a major tool of scientific managers and is not widely used today
 - is a method for continuous training of front-line employees

ANS: B DIF: Easy REF: 43

15. In which of the following situations would a Gantt chart be appropriate to use?
- building a bridge
 - installing a local area network for a computer system
 - rebuilding communities destroyed by hurricane
 - planning a Mardi Gras parade
 - all of these

ANS: E DIF: Easy REF: 43

A Gantt chart would be appropriate for any of the activities because it would allow planners to see which tasks needed to be completed at which time in order to complete a project.

16. Which of the following management theorists created a task and bonus system that did not punish workers for not achieving higher levels of production? Workers who produced more received a daily bonus, but those who didn't received their standard daily pay.
- Henri Fayol
 - Lillian Gilbreth
 - Henry Gantt
 - Mary Parker Follett
 - Frederick Taylor

ANS: C DIF: Moderate REF: 44

17. At about the same time as management theorists were developing scientific management principles in the United States, Max Weber was in Europe developing:
- human relations management
 - group dynamics theory
 - systems management
 - contingency management
 - bureaucratic management

ANS: E DIF: Moderate REF: 45

18. According to Weber, a bureaucracy:
- should be based on the theory of behavioral reinforcement
 - allows political connections to determine an individual's power base within organizations
 - is the exercise of control on the basis of knowledge, expertise, or experience
 - is the exercise of control by virtue of family connections
 - relies on scheduled, periodic corrective actions to operate at its most efficient

ANS: C DIF: Moderate REF: 45

19. Which of the following statements about division of labor is true?
- Division of labor is a factor in bureaucratic management.
 - By using division of labor, managers can assign the best qualified people to perform tasks.
 - Division of labor is designed to improve both effectiveness and efficiency.
 - One of the reasons division of labor works is because authority is vested in the position, not in the people.
 - All of the above statements about division of labor are true.

ANS: E DIF: Moderate REF: 45

20. As defined by Weber, the goal of bureaucracy is to:
- achieve an organization's goal in the most efficient way possible
 - create sustainable nonfinancial motivation tools
 - provide managers with the tools needed to adapt to different situations
 - create synergy within the organization's departments
 - provide managers with the general tools they need to assume the various managerial roles

ANS: A DIF: Moderate REF: 45

21. Which of the following is NOT associated with Max Weber's bureaucratic management?
- merit-based promotion
 - span of management
 - division of labor
 - chain of command
 - qualification-based hiring

ANS: B DIF: Easy REF: 45-46

Bureaucratic management is also identified with the impartial application of rules and procedures that are recorded in writing and the use of professional managers.

22. One limitation of bureaucratically managed companies is:
- the continued adherence to the goal of personal gain
 - synergy
 - an ever changing organizational culture
 - reliance on favoritism
 - their strong resistance to change

ANS: E DIF: Moderate REF: 46

23. _____ is best known for developing the five functions of managers and the 14 principles of management.
- Henri Fayol
 - Max Weber
 - Frank Gilbreth
 - Elton Mayo
 - Mary Parker Follett

ANS: A DIF: Easy REF: 46-47

24. Which of the following management theorists used his own personal experiences as a CEO to create his theory of management?
- Elton Mayo
 - Frederick Taylor
 - Henri Fayol
 - Max Weber
 - Frank Gilbreth

ANS: C DIF: Difficult REF: 46-47

25. Henri Fayol is responsible for developing:
- bureaucratic management
 - administrative management
 - operations management
 - contingency management
 - human relations management

ANS: B DIF: Moderate REF: 48

26. Which management theorist would most likely have said, “The success of an enterprise generally depends much more on the administrative ability of its leaders than on their technical ability”?
- Henri Fayol
 - Mary Parker Follett
 - Max Weber
 - Chester Barnard
 - Lillian Gilbreth

ANS: A DIF: Moderate REF: 48

Note the statement’s emphasis on the importance of administrative management.

27. According to Henri Fayol's 14 principles of management, _____ requires that each employee should report to and receive orders from just one boss.
- unity of direction
 - centralization
 - vertical authority
 - span of management
 - unity of command

ANS: E DIF: Moderate REF: 48

See Exhibit 2.5.

28. The _____ approach to management focuses on the psychological and social aspects of work.
- employee
 - human relations
 - reinforcement theory
 - systems
 - operations

ANS: B DIF: Easy REF: 49

29. According to human relations management:
- success follows from strict adherence to the chain of command principle
 - effective managers must be able to perform all four managerial functions simultaneously
 - success depends on treating workers well
 - efficiency equals organizational success
 - people are simply extensions of the machines they operate

ANS: C DIF: Easy REF: 49

30. Which of the following management theorists helped develop human relations management?
- Max Weber
 - Mary Parker Follett
 - Henri Fayol
 - Frederick Taylor
 - Henry Gantt

ANS: B DIF: Moderate REF: 49

31. According to Mary Parker Follett, _____ is an approach to dealing with conflict in which one party deals with the conflict by satisfying its desires and objectives at the expense of the other party's desires and objectives.
- resolution
 - integration
 - domination
 - coercion
 - negotiation

ANS: C DIF: Easy REF: 50

32. According to Mary Parker Follett, _____ is used to settle or reduce conflict when each of the parties involved give up some of what they want.
- reallocation
 - mediation
 - arbitration
 - negotiation
 - compromise

ANS: E DIF: Easy REF: 50

33. In a departure from mainstream management thinking, Mary Parker Follett believed:
- rules and procedures should be applied without favoritism
 - group dynamics produces positive peer pressure
 - conflict could be beneficial
 - work specialization was the key to efficiency
 - pay should be performance-based

ANS: C DIF: Moderate REF: 50

34. Mary Parker Follett believed managers could deal with conflict in three ways. They are:
- domination, compromise, and integration
 - accommodation, mediation, and coercion
 - coercion, mediation, and integration
 - administration, coercion, and negotiation
 - facilitation, mediation, and coercion

ANS: A DIF: Moderate REF: 50

35. According to Mary Parker Follett, _____ is the easiest way to deal with conflict for the moment, but it is not usually successful in the long run.
- coercion
 - domination
 - mediation
 - arbitration
 - compromise

ANS: B DIF: Moderate REF: 50

36. With integrative conflict resolution:
- a third party's decision settles the conflict
 - both parties work together to create an alternative solution that includes shared preferences and integrates interests
 - both parties involved agree to give up something
 - both parties in the conflict are coerced into accepting a less-than-optimal solution
 - peer pressure determines the settlement of the conflict

ANS: B DIF: Difficult REF: 50

37. According to Mary Parker Follett:
- most things that occur in organizations are interrelated
 - coordination is a continuing process
 - conflict can be beneficial
 - integration is the most effective approach to conflict resolution
 - all of these are true

ANS: E DIF: Moderate REF: 50-51

38. _____ was the management theorist who said, “As conflict is here in this world, as we cannot avoid it, we should, I think, use it to work for us. Instead of condemning it, we should set it to work for us.”
- Frederick Taylor
 - Henri Fayol
 - Lillian Gilbreth
 - Henry Gantt
 - Mary Parker Follett

ANS: E DIF: Moderate REF: 52

See Exhibit 2.6.

39. Management theorist _____ is best known for his role in the Hawthorne Studies.
- Elton Mayo
 - Chester Barnard
 - Mary Parker Follett
 - Henry Gantt
 - Frank Gilbreth

ANS: A DIF: Easy REF: 51

40. In 1913, the federal government created the _____ “to foster, promote, and develop the welfare of working people, to improve their working conditions, and to enhance their opportunities for profitable employment.”
- National Workers’ Aid Bureau
 - U.S. Department of Human Resources
 - U.S. Department of Labor
 - National Labor Relations Board
 - Bureau of Labor Relations

ANS: C DIF: Easy REF: 51

41. The Wagner Act of 1935:
- created a mediation board to handle labor disputes
 - established the U.S. Department of Labor
 - gave workers the right to form unions and engage in collective bargaining
 - prohibited the use of favoritism in hiring practices
 - banned rate busting

ANS: C DIF: Moderate REF: 51

42. The Hawthorne Studies showed how _____ can influence work group performance, for better or worse.
- organizational codes of ethics
 - group cohesiveness
 - realistic work quotas
 - important work
 - merit-based promotion

ANS: B DIF: Moderate REF: 53

43. During the Bank Wiring Room phase of his Hawthorne Studies, Elton Mayo witnessed behavior reminiscent of the _____ Frederick Taylor observed.
- positive effects of employee empowerment
 - group dissonance
 - soldiering
 - rate busting
 - lagging behavior

ANS: C DIF: Moderate REF: 54

Soldiering occurs when workers deliberately slow down their pace or restrict their work outputs.

44. Which management theorist provided managers with a better understanding of the effect group social interactions and employee satisfaction have on individual and group performance?
- Elton Mayo
 - Chester Barnard
 - Henri Fayol
 - Max Weber
 - Frederick Taylor

ANS: A DIF: Easy REF: 54

45. Chester Barnard defined a(n) _____ as “a system of consciously coordinated activities or forces of two or more persons.”
- bureaucracy
 - department
 - work unit
 - organization
 - administration

ANS: D DIF: Moderate REF: 54

46. According to Chester Barnard, which of the following is an example of an organization?
- the four authors who co-authored a principles of management textbook
 - a basketball team
 - the crew working on the construction of a new church
 - AT&T
 - all of the above

ANS: E DIF: Moderate REF: 54

An organization is a system of consciously coordinated activities or forces of two or more persons.

47. Chester Barnard argued that managers can gain others’ cooperation by completing three executive functions. They are securing essential services from individuals, formulating an organization’s purpose and objectives, and:
- monitoring the environment
 - handling conflict
 - making sure workers know what is expected of them
 - creating an equitable motivational system
 - providing a system of communication

ANS: E DIF: Moderate REF: 55

48. According to Chester Barnard, managers can gain workers' willing cooperation by offering them material incentives, nonmaterial incentives, and:
- equity
 - job enrichment
 - synergistic opportunities
 - conflict mediators
 - associational incentives

ANS: E DIF: Moderate REF: 55

Associational incentives refer to the chance to work with people they like or be more directly involved with key events or processes in the organization.

49. According to Chester Barnard, for many managerial requests or directives, there is a zone of indifference. A zone of indifference:
- needs to be monitored to make sure it does not grow
 - can create apathy
 - requires few resources
 - derives from the concept of personal space
 - appears when the acceptance of managerial authority is automatic

ANS: E DIF: Moderate REF: 55

50. In general, people will be indifferent to managerial directives or orders if they:
- are understood
 - are consistent with the purpose of the organization
 - can actually be carried out by those people
 - are compatible with the people's personal interests
 - meet all of the above qualifications

ANS: E DIF: Moderate REF: 55-56

51. Which of the following management theorist believed that workers ultimately grant managers their authority?
- Chester Barnard
 - Max Weber
 - Mary Parker Follett
 - Elton Mayo
 - Frank and Lillian Gilbreth

ANS: A DIF: Easy REF: 56

52. _____ involves managing the daily production of goods and services.
- Operations management
 - Resource management
 - Systems management
 - Contingency management
 - Bureaucratic management

ANS: A DIF: Easy REF: 57

53. Which of the following is NOT an example of a commonly used operations management tool?
- capacity planning
 - linear programming
 - scheduling systems
 - target marketing
 - Gantt charts

ANS: D DIF: Easy REF: 57

54. _____ is responsible for the fact that most products are manufactured using standardized, interchangeable parts.
- Henri Fayol
 - Eli Whitney
 - Chester Barnard
 - Frederick Taylor
 - Elton Mayo

ANS: B DIF: Moderate REF: 57

55. In general, _____ uses a quantitative approach to find ways to increase productivity, improve quality, and manage or reduce costly inventories.
- administrative management
 - management science
 - information management
 - communications management
 - operations management

ANS: E DIF: Difficult REF: 57

56. Today thanks to _____, Unverferth, a farm equipment manufacturer, was able to use computer-assisted design in the development of its new 12-row subsoiler for cotton production.
- Henry Ford
 - Henry Gantt
 - Gaspard Monge
 - Eli Whitney
 - Pietro Beretta

ANS: C DIF: Difficult REF: 58

Monge was the author of *Descriptive Geometry*, a book that put three-dimensional figures on paper.

57. What is the term used for the amount and number of raw materials, parts, and finished products that a company has in its possession?
- supplies
 - material resources
 - distributed materials
 - inventory
 - physical resources

ANS: D DIF: Easy REF: 58

58. Which of the following statements about information management is true?
- It is a form of management that appeared with the introduction of computers.
 - Two types of information technology are the cash register and the typewriter.
 - Throughout history, organizations have been reticent to adopt new information technologies.
 - Businesses are not typically interested in information technologies that offer speed.
 - All of these statement about information management are true.

ANS: B DIF: Easy REF: 58-60

Information management has existed for most of recorded history. Organizations have quickly adopted new information technologies. Speedy information technologies are essential for business success.

59. A systems view of management allows managers to:
- deal with the complex environment in which their companies operate
 - manage employee attendance
 - communicate efficiently
 - store and retrieve all types of information
 - eliminate production bottlenecks

ANS: A DIF: Easy REF: 60

60. A(n) _____ is a set of interrelated elements or parts that function as a whole.
- synergistic graph
 - dependency
 - relationship
 - organism
 - system

ANS: E DIF: Easy REF: 60

61. All _____ can function without interacting with their environment.
- covert systems
 - entropic systems
 - closed systems
 - synergistic subsystems
 - open systems

ANS: C DIF: Easy REF: 60

62. Nearly all organizations should be viewed as _____ that interact with their environments and depend on them for survival.
- covert systems
 - open systems
 - synergistic subsystems
 - closed systems
 - entropic subsystems

ANS: B DIF: Easy REF: 60

63. _____ occurs when $1 + 1 = 3$.

- a. An open system
- b. Synergy
- c. Entropy
- d. Reciprocity
- e. A closed system

ANS: B DIF: Moderate REF: 60

64. Synergy occurs when:

- a. workers deliberately slow down their pace or restrict their work outputs
- b. productivity increases as a result of workers' belief that management really cares about them
- c. two or more subsystems working together can produce more than they can working apart
- d. a system deteriorates
- e. a system of consciously coordinated activities or forces is created by an organization

ANS: C DIF: Moderate REF: 60

65. Which of the following is an example of a closed system?

- a. an isolated ranch in Montana
- b. Buckingham Palace
- c. the Metropolitan Museum of Art
- d. United States Postal System
- e. none of the above

ANS: E DIF: Easy REF: p. 60

Closed systems can function without interacting with their environments. None of these organizations can.

66. The Atlanta Hawks basketball team, Stanford University, the American Red Cross, and IBM are all examples of:

- a. entropic systems
- b. open systems
- c. closed systems
- d. synergistic subsystems
- e. nonprofit organizations

ANS: B DIF: Easy REF: 60

Virtually all organizations are open systems and interact with their environments.

67. Kraft Foods has created five global product divisions--beverages, snacks, cheese and dairy, convenience meals, and grocery--and two marketing divisions--one for North America and the other for everything else. According to the systems approach to management, these seven divisions are examples of:

- a. work units
- b. functional systems
- c. entropic systems
- d. closed systems
- e. subsystems

ANS: E DIF: Moderate REF: 60

Subsystems are smaller systems that operate within the context of a larger system.

68. Entropy:
- is the force that makes organizations interact with their environment
 - is the inevitable and steady deterioration of a system
 - determines the number of points at which organizations interact with external environments
 - is the method used to determine which management style is right for the situation
 - creates graphic depictions of employee work schedules

ANS: B DIF: Moderate REF: 61

69. Organizations operate in two kinds of complex environments. They are:
- covert and overt environments
 - general and specific environments
 - synergistic and entropic environments
 - centralized and decentralized environments
 - interrelated and intrarelated environments

ANS: B DIF: Moderate REF: 61

See Figure 2.7.

70. Which of the following would be a part of an organization's general environment?
- its customers
 - the economy in which it operates
 - its competitors
 - its suppliers
 - advocacy groups

ANS: B DIF: Moderate REF: 61

Changes in any component of the general environment eventually influence most organizations. See Exhibit 2.7.

71. Which of the following would be a part of an organization's specific environment?
- the technology it uses to make its product
 - new laws controlling its product's exportation
 - the economy in which it operates
 - its competitors
 - all of the above

ANS: D DIF: Moderate REF: 61

See also Exhibit 2.7.

72. Which of the following statements describes an advantage of the systems approach to management?
- It forces managers to be aware of how the environment affects specific parts of the organization.
 - It makes managers acutely aware that good internal management of the organization may not be enough to ensure survival.
 - It encourages managers to focus on better communication and cooperation within the organization.
 - It forces managers to view their organization as part of a whole.
 - All of these describe an advantage of the systems approach to management.

ANS: E DIF: Moderate REF: 61

73. Which of the following would be part of the general environment for Inchow Environments, Inc., a manufacturer of fishing lure?
- fishermen
 - other manufacturers of fishing lures
 - advocacy groups that are opposed to hunting and fishing
 - a dramatic increase in the number of retired people
 - all of the above

ANS: D DIF: Difficult REF: 61

Retired people have more time to fish. This would be a sociocultural trend that could indirectly affect Inchow.

74. Which of the following statements describes an advantage of the systems approach to management?
- It simplifies the management process by supporting the principle of unity of command.
 - It allows managers to reward workers on the basis of their performance.
 - It allows managers to move comfortably in and out of the various managerial roles.
 - It forces managers to create coordinated communication.
 - It forces managers to view their organization as part of a whole.

ANS: E DIF: Difficult REF: 61

75. According to _____, the most effective management theory or idea depends on the kinds of problems or situations that managers are facing at a particular time and place.
- scientific management
 - the human relations approach
 - administrative management
 - the contingency approach
 - bureaucratic management

ANS: D DIF: Moderate REF: 62

76. Saturday, the manager of Tony's Pizza had to deal with an employee with a hangover, a missing server, and an unusually large number of customers. Monday was a slow day, and another employee fell asleep behind the prep table. Both employees came to work not ready to work their hardest. According to the _____, the manager should not be expected to have treated these two workers identically.
- principles of bureaucratic management
 - contingency approach to management
 - principles of administrative management
 - systems approach to management
 - human relations approach to management

ANS: B DIF: Difficult REF: 62

According to the contingency approach, the most effective management theory or idea depends on the kinds of problems or situations that managers are facing at a particular time and place.

SCENARIOS

Opening Vignette - International Steel Group (ISG)

As the day shift supervisor at the steel plant, you summon the six college students who are working for you this summer doing whatever you need done (sweeping up, sandblasting the inside of boilers that are down for maintenance, running errands, etc.). You walk them across the plant to a field where the company stores scrap metal “leftovers.” The area, about the size of a football field, is stacked with organized piles of metal. You explain that everything they see has just been sold. Metal prices, which have been depressed, have finally risen enough that the company can earn a small profit by selling its scrap.

You point out that railroad tracks divide the field into parallel sectors, like the lines on a football field, so that each stack of metal is no more than 15 feet from a track. Each stack contains 390 pieces of metal. Each piece weighs 92 pounds and is about a yard long and just over 4 inches high and 4 inches wide. You tell the students that working as a team, they are to pick up each piece, walk up a ramp to a railroad car, which will be positioned next to each stack, and then neatly position and stack the metal for shipment. That’s right, you repeat, 92 pounds, *walk* up the ramp, and *carry* the metal onto the rail car. Anticipating their questions, you explain that a forklift could be used only if the metal was stored on wooden pallets (it isn’t), if the pallets could withstand the weight of the metal (they would be crushed), and if you, as their supervisor, had forklifts and people trained to run them (you don’t). In other words, the only way to get the metal into the rail cars is for the students to carry it.

Based on an old report from the last time the company sold some of the metal, you know that over an eight-hour shift workers typically loaded about 30 to 31 pieces of metal parts per hour. At that pace, though, it will take your six students six weeks to load all of the metal, and the purchasing manager who sold it says it must be shipped in two weeks. So, without more workers (there’s a hiring freeze) and without forklifts, all of the metal has to be loaded by hand by these six workers in two weeks.

77. Refer to ISG. What advice should the shift supervisor at the steel plant in charge of the six college students take from the teachings of Frederick Taylor?
- Look at how the task assigned influences the organizational goals.
 - Scientifically train, teach, and develop these employees to help them reach their full potential.
 - Use time and motion studies to create the most efficient work methodology.
 - Rely on qualification-based hiring.
 - Ask to be taught how to manage.

ANS: B REF: 40

78. Refer to ISG. The shift supervisor needs to motivate the students to work much, much harder than they have been all summer, and they’ve gotten used to the leisurely pace and job assignments. One of the stated beliefs of _____ was that it was management’s responsibility to pay workers fairly for their work, “a fair day’s pay for a fair day’s work.”
- Max Weber
 - Elton Mayo
 - Frederick Taylor
 - Mary Parker Follett
 - Frank Gilbreth

ANS: C REF: 41

79. Refer to ISG. What advice should the shift supervisor, who is in charge of the six college students, take from the teachings of Henri Fayol that is most likely to improve productivity?
- Eliminating bottlenecks is the key to job effectiveness.
 - Coordination is the key to job effectiveness.
 - Integrative conflict resolution is preferable to compromise or domination.
 - The principle of division of work will get the job done more efficiently.
 - Always follow the chain of command.

ANS: D REF: 48

80. Refer to ISG. What advice should the shift supervisor at the steel plant in charge of the six college students take from the teachings of Mary Parker Follett?
- Deal with the conflict the students may feel when asked to do the extra work.
 - Use group dynamics to make the task easier.
 - Rely on scheduling to eliminate bottlenecks.
 - Soldiering is a disruptive practice.
 - There is no one best way to handle this situation.

ANS: A REF: 50

81. Refer to ISG. Which of the following approaches to management that have influenced how today's managers produce goods and services would be most applicable to the shift supervisor's problem?
- contingency management
 - systems management
 - operations management
 - administrative management
 - information management

ANS: C REF: 57

SHORT ANSWER

1. How did the Industrial Revolution change jobs and organizations?

ANS:

First, thanks to the availability of power and numerous inventions low-paid, unskilled laborers began to replace high-paid, skilled artisans. Whereas artisans made entire goods by themselves by hand, this new production system was based on a division of labor. Secondly, instead of being performed in fields, homes, or small shops, jobs occurred in large formal organizations where hundreds of people worked under one roof.

DIF: Moderate REF: 37

2. Describe how managers approached management before the development of scientific management.

ANS:

It can best be described as “seat of the pants” management. Decisions were made haphazardly without any systematic study, thought, or collection of information.

DIF: Moderate REF: 38

3. List the four principles of scientific management.

ANS:

(1) “Develop a science” for each element of work. Study it. Analyze it. Determine the “one best way” to do the work. (2) Scientifically select, train, teach, and develop workers to help them reach their full potential. (3) Cooperate with employees to ensure implementation of the scientific principles. (4) Divide the work and the responsibility equally between management and workers.

DIF: Moderate REF: 40

4. What role did Frank and Lillian Gilbreth play in rehabilitating and employing handicapped soldiers as they returned from World War I?

ANS:

The Gilbreths used motion studies to identify what kinds of tasks handicapped workers could effectively perform. They argued that the government, employers, and engineers had an important role to play in employing handicapped workers. They said that the government’s job was to provide vocational training. They said employers should identify jobs that handicapped persons could perform. (To help employers do this, the Gilbreths created a large slide show of pictures documenting hundreds of ways handicapped people could effectively perform jobs.) Engineers had the responsibility to adapt and design machines so that handicapped workers could use them.

DIF: Difficult REF: 42

5. Identify the limitations of bureaucratic management.

ANS:

Bureaucratic managers tend to emphasize punishment for noncompliance much more than rewards for compliance. Managers who use bureaucratic control often put following the rules above all else. Another limitation of bureaucratically controlled organizations is that due to their rule- and policy-driven decision making, they can be highly resistant to change and slow to respond to customers and competitors.

DIF: Easy REF: 46

6. What did Henri Fayol mean when he argued that “the success of an enterprise generally depends much more on the administrative ability of its leaders than on their technical ability”?

ANS:

Fayol was referring to the need of managers to perform the five functions of management in order to be successful. They needed to be able to plan, organize, lead, control, and coordinate (a function that has been folded into leading by management texts today). How a manager performs these functions determines how successful the manager is, not his or her technical skills.

DIF: Difficult REF: 48

7. What principles did the Hawthorne Studies demonstrate to be true?

ANS:

Elton Mayo is best known for his role in the Hawthorne Studies at the Western Electric Company. In the first stage of the Hawthorne Studies, production went up because the increased attention paid to the workers in the study and their development into a cohesive work group led to significantly higher levels of job satisfaction and productivity. In the second stage, productivity dropped because the workers had already developed strong negative norms, in which individual “rate busters” who worked faster than the rest of the team or

cooperated with management were ostracized or “binged.” The Hawthorne Studies demonstrated that workers’ feelings and attitudes affected their work, that financial incentives weren’t necessarily the most important motivator for workers, and that group norms and behavior play a critical role in behavior at work.

DIF: Difficult REF: 54

8. When will people generally be indifferent to managerial directives or orders?

ANS:

People will generally be indifferent to managerial directives or orders if they (1) are understood, (2) are consistent with the purpose of the organization, (3) are compatible with the people’s personal interests, and (4) can actually be carried out by those people.

DIF: Easy REF: 55-56

9. Differentiate between closed systems and open systems.

ANS:

Whereas closed systems can function without interacting with their environment, nearly all organizations should be viewed as open systems that interact with their environments and depend on them for survival.

DIF: Easy REF: 60

ESSAY

1. Discuss Mary Parker Follett’s methods of dealing with conflict. Which did she say about the value of each method?

ANS:

Follett believed that managers could deal with conflict in three ways. They were domination, compromise, and integration. Domination is an approach in which one party deals with the conflict by satisfying its desires and objectives at the expense of the other party’s desires and objectives. Compromise is an approach in which both parties deal with the conflict by giving up some of what they want in order to reach agreement on a plan to reduce or settle the conflict. Integrative conflict resolution is an approach in which both parties deal with the conflict by indicating their preferences and then working together to find an alternative that meets the needs of both. Domination is the easiest approach, but it is not usually successful in the long run. No one really wants to compromise. With the integration approach, two ideas are integrated. Integration involves invention. It makes people think outside their normal boundaries.

DIF: Moderate REF: 50

2. What did the Hawthorne Studies prove about groups? What kind of experiment can you create to prove that Mayo’s results are true?

ANS:

The Hawthorne Studies proved the importance of understanding group dynamics. Students’ answers to the second part of this question will vary. Their answers should describe the creation of two different work groups. One group will be given lots of attention, and the other group will be ignored. They should record the behaviors of members of both groups to show how important group norms are to work efficiency.

DIF: Moderate REF: 53-54

3. What advantages does the systems approach to management offer that other approaches do not?

ANS:

A systems view of management forces managers to view their organizations as part of and subject to the competitive, economic, social, technological, legal/regulatory forces in their environments. Second, it forces managers to be aware of how the environment affects specific parts of the organization. Third, because of the complexity and difficulty of trying to achieve synergies between different parts of the organization, the systems view encourages managers to focus on better communication and cooperation within the organization. Finally, it makes managers acutely aware that good internal management of the organization may not be enough to ensure survival. Survival also depends on making sure that the organization continues to satisfy critical environmental stakeholders, such as shareholders, employees, customers, suppliers, governments, and local communities.

DIF: Difficult REF: 61

4. How is your ability to be a manager influenced by acceptance of the contingency approach to management as the most effective way to manage?

ANS:

The contingency approach to management precisely states that there are no universal management theories and that the most effective management theory depends on the kinds of problems or situations that managers or organizations are facing at a particular time. One of the practical implications of the contingency approach is that management is much harder than it looks. A second implication of the contingency approach is that managers need to spend more time analyzing problems, situations, and employees before taking action to fix them. Finally, it means that as you learn about management ideas and practices, you need to pay attention to qualifying phrases such as “usually,” “in most situations,” and “under these circumstances.”

DIF: Moderate REF: 62