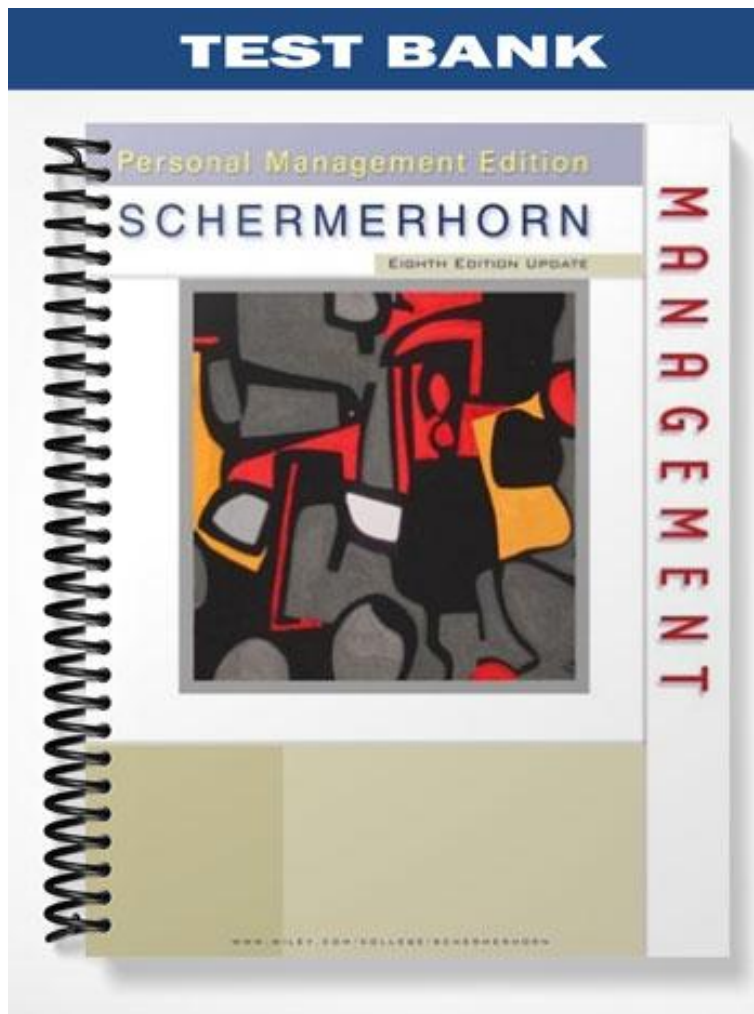


**TEST BANK**



## ***Chapter 2:*** **MANAGEMENT — PAST TO PRESENT**

### **True/False Questions**

#### **CHAPTER INTRODUCTION**

1. Since the world of work and business are changing — often dramatically in some industries — managers have little to gain from studying the history of management thought.  
T      34      GT      Fa
2. Many modern management concepts have parallels in some of the historical management writings, and contemporary managers are trying to perfect many ideas that have deep historical roots.  
T      34      GT      Fa
3. Management thinking is a relatively recent phenomenon, dating back no further than the industrial revolution.  
F      35      GT      Fa
4. Management activities have been unimportant to the development of different civilizations.  
F      35      GT      Fa
5. Ideas of specialized tasks and division of labor helped to accelerate industrial change.  
T      35      GT      Fa

#### **CLASSICAL MANAGEMENT APPROACHES (STUDY QUESTION 1)**

6. The three branches of classical management approaches are scientific management, administrative principles, and bureaucratic organization.  
T      35      GT      Fa
7. Henri Fayol and Mary Parker Follett were important contributors to scientific management, and Frederick Taylor and Max Weber were important contributors to administrative principles.  
F      35      GT      Fa
8. A major assumption of classical approaches to management is that people are driven by human concerns for other workers.  
F      35      GT      Fa

**Scientific Management**

9. According to Frederick Taylor, the primary objective of management is to secure maximum prosperity for both the employer and the employees.  
T 35 GT Fa
10. Max Weber is known as the father of scientific management.  
F 35 GT Fa
11. Frederick Taylor believed that employees who did their jobs without having clear and uniform specifications would lose efficiency and perform below their true capabilities.  
T 35 GT Fa
12. Scientific management provides practical lessons that are still useful for managers of contemporary businesses.  
T 36 MN Fa
13. Scientific management seeks to develop a scientific approach to every job that includes careful selection and training of workers as well as proper supervisory support.  
T 36 KT Fa
14. Frederick Taylor’s four principles of scientific management focus on developing a science for every job, carefully selecting workers based on their abilities, carefully training workers and giving them proper incentives, and supporting workers through careful planning of the work.  
T 36 GT Fa
15. Administrative study is the science of reducing a job or task to its basic physical motions.  
F 36 KT Fa
16. Motion studies, conducted by Frank and Lillian Gilbreth, provided the foundation for modern job simplification, work standard techniques, and incentive wage plans.  
T 36 GT Fa

**Administrative Principles**

17. Henri Fayol identified five rules of management — foresight, organization, command, coordination, and control — that closely resemble the four management functions studied today.  
T 37 GT Fa
18. Henri Fayol set forth several management principles that could be taught to people to improve the quality of management practice.  
T 37 GT Fa
19. Henri Fayol’s scalar chain principle, unity of command principle, and unity of direction principle mirror the managerial functions of planning, organizing, leading, and controlling.  
F 37 GT Fa

20. The scalar chain principle states that there should be a clear and unbroken line of communication from the top to the bottom of the organization.  
T 37 GT Fa
21. The unity of command principle specifies that one person should be in charge of all activities that have the same performance objective.  
F 37 GT Fa
22. The unity of direction principle specifies that each person should receive orders from only one boss.  
F 37 GT Fa
23. Mary Parker Follett brought an understanding of groups and a deep commitment to human cooperation to her writings about businesses and other organizations.  
T 37 GT Fa
24. According to Mary Parker Follett, managers should dominate workers to better form a productive community.  
F 38 GT Fa
25. Mary Parker Follett believed that making every employee an owner in the business would create feelings of collective responsibility.  
T 38 GT Fa
26. Mary Parker Follett's belief that businesses were services and that private profits should always be considered in relation to the public good foreshadowed today's concerns with managerial ethics and corporate social responsibility.  
T 38 GT Fa

***Bureaucratic Organization***

27. Max Weber believed that people held positions of authority because of whom they knew, not what they knew. In Weber's view, this problem could be addressed effectively through a form of organization known as bureaucracy.  
T 38 GT Ap
28. A bureaucracy is an ideal form of organization that is rational and efficient, and is founded on the principles of logic, order, and legitimate authority.  
T 38 KT Fa
29. Bureaucratic organizations are characterized by a clear division of labor, a clear hierarchy of authority, informal rules and procedures, personal coordination and control, and careers based on seniority or nepotism.  
F 38 GT Fa
30. Efficiency in the utilization of resources and fairness in the treatment of employees and clients are potential advantages of bureaucratic organizations.  
T 38-39 GT Fa

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31.     The work of Max Weber still has a major impact on management but only in Europe.  
          F     39     GT     Fa
32.     Red tape, slowness in handling problems, resistance to change, and employee apathy are disadvantages of bureaucratic organizations.  
          T     39     GT     Fa

**BEHAVIORAL MANAGEMENT APPROACHES (STUDY QUESTION 2)**

33.     The behavioral management approaches include Maslow’s human needs theory and Argyris’s personality and organization theory but not the Hawthorne studies or Theory X and Theory Y.  
          F     39     GT     Fa
34.     The human resource approaches to management include the Hawthorne studies, Maslow’s theory of human needs, and McGregor’s Theory X and Theory Y.  
          T     39     GT     Fa
35.     A major assumption of human resource approaches to management is that people are rational and motivated primarily, if not solely, by economic incentives.  
          F     40     GT     Fa

***The Hawthorne Studies and Human Relations***

36.     The initial focus of the Hawthorne studies reflected a scientific management perspective, but that focus later shifted toward social and human concerns in the workplace.  
          T     40     GT     Fa
37.     Despite repeated efforts, the Hawthorne studies found no consistent results regarding how economic incentives and the physical conditions of the workplace affected productivity.  
          T     40-41     GT     Fa
38.     Neither group atmosphere nor participative supervision was found to be an important explanatory factor for improved productivity in the relay assembly test-room studies at Western Electric’s Hawthorne Works.  
          F     40-41     GT     Fa
39.     The Hawthorne Studies shifted the attention of managers and scholars away from the technical and structural concerns emphasized by the classical management approach and toward the study of social and human concerns as keys to productivity.  
          T     41     GT     Fa
40.     A key lesson from the Hawthorne studies is that people’s feelings, attitudes, and relationships with co-workers influence their performance.  
          T     41     GT     Fa
41.     The Hawthorne effect suggests that managers using good human relations will achieve productivity.  
          F     41     KT     Fa

42. The Hawthorne studies contributed to the emergence of the human relations movement, which emphasized the notion that managers who use good human relations in the workplace will achieve productivity.  
T 41 KT Fa
43. The human relations movement states that people who are singled out for special attention tend to perform in the way they believe they are expected to perform.  
F 41 KT Fa
44. The Hawthorne effect states that people who are singled out for special attention tend to perform in the way they believe they are expected to perform.  
T 41 KT Fa
45. The field of organizational behavior focuses on the study of individuals and groups in organizations.  
T 41 KT Fa

**Maslow’s Theory of Human Needs**

46. An important contribution to the human relations movement was Abraham Maslow’s work in the area of human needs and the application of his theory to the workplace.  
T 41 GT Fa
47. A need is a physiological or psychological deficiency that a person feels a compulsion to satisfy.  
T 41 KT Fa
48. Maslow’s theory of human needs applies a deficit principle and a progression principle to five need levels that are arranged in a hierarchy.  
T 41-42 GT Fa
49. Physiological needs refer to the needs for basic biological maintenance such as food, water, and physical well-being.  
T 42 GT Fa
50. Safety needs refer to the needs for security, protection, and stability in the events of daily life.  
T 42 GT Fa
51. Social needs concern the needs for respect, prestige, recognition, and self-esteem; and a personal sense of competency and mastery.  
F 42 GT Fa
52. Esteem needs involve the needs for love, affection, and belongingness in one’s relationships with other people.  
F 42 GT Fa
53. Self-actualization needs include the needs be self-fulfilled and to grow and use abilities to the fullest and most creative extent.  
T 42 GT Fa

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54.     According to the progression principle of Maslow’s theory of human needs, a satisfied need is not a motivator of behavior.

          F        42        GT        Fa

55.     According to the deficit principle of Maslow’s theory of human needs, a need at any level only becomes activated when the next lower-level need has been satisfied.

          F        42        GT        Fa

***McGregor’s Theory X and Theory Y***

56.     Douglas McGregor believed that managers should address the social and self-actualizing needs of employees.

          T        42        GT        Fa

57.     Theory X managers assume that subordinates are: willing to work, capable of self-control, willing to accept responsibility, imaginative and creative, and capable of self-direction.

          F        43        KT        Fa

58.     Theory Y managers assume that subordinates dislike work, lack ambition, are irresponsible, resist change, and prefer to be led rather than to lead.

          F        43        KT        Fa

59.     Theory Y managers believe that their subordinates dislike work and lack ambition. Theory X managers believe that employees like work and will accept responsibility.

          F        43        KT        Fa

60.     A self-fulfilling prophecy occurs when a person acts in ways that confirm another’s person’s original expectations.

          T        43        KT        Fa

61.     Theory X managers tend to be directive in their relationships with others and take a command-and-control orientation with them.

          T        43        GT        Ap

62.     Theory Y managers allow their subordinates to participate in decision-making, delegate authority to them, and provide them with greater job autonomy and job variety.

          T        43        GT        Ap

***Argyris’s Theory of Adult Personality***

63.     According to Chris Argyris, management principles and practices that are associated with classical management approaches are inconsistent with the mature adult personality.

          T        44        GT        Fa

64.     Argyris believes that implementation of classical management ideas such as the bureaucratic organization and Fayol’s administrative principles will ensure that workers are productive and efficient.

          F        44        GT        Fa

65. Chris Argyris believes that conditions for failure are created by a mismatch between worker's personalities and management practices.  
T 44 GT Ap
66. According to Argyris's theory of personality and organization, managers who treat people as mature and responsible adults will achieve the highest productivity  
T 44 GT Fa

**QUANTITATIVE MANAGEMENT APPROACHES (STUDY QUESTION 3)**

67. Quantitative management approaches developed long after the human resource approaches to management.  
F 44 GT Fa
68. The quantitative management approaches use mathematical techniques to improve managerial decision-making and problem solving.  
T 44 GT Fa

**Management Science**

69. Management science refers to the scientific application of mathematical techniques to management problems.  
T 44 GT Fa
70. The terms operations research and management science mean very different things.  
F 44 GT Fa
71. Mathematical forecasting helps make future projections that are useful for planning.  
T 44 GT Fa
72. Inventory modeling helps to establish how much to order and when to order.  
T 44 GT Fa
73. Linear programming is used to help allocate service personnel or workstations to minimize customer waiting time and service cost.  
F 44 GT Fa
74. Queuing theory is used to calculate how best to allocate resources among competing uses.  
F 44 GT Fa
75. Network models break large tasks into smaller components to allow for better analysis, planning, and control of complex projects.  
T 44-45 GT Fa
76. Simulation creates models of problems so different solutions under various assumptions can be tested.  
T 45 GT Fa



*Applied Quantitative Analysis Today*

77. Operations management focuses on applying quantitative management approaches to the production of goods and services.  
T 45 GT Fa
78. When a mathematical solution is developed for a problem, there is little, if any, need for supporting the solution with good managerial judgment and an appreciation for the human factor.  
F 45 GT Fa

**MODERN MANAGEMENT APPROACHES (STUDY QUESTION 4)**

79. An assumption of modern management approaches is that people are complex with multiple needs that change over time.  
T 45 GT Fa
80. Modern management approaches focus on systems thinking and contingency thinking, but do not disregard lessons from the classical and behavioral management approaches  
T 45 GT Fa
81. Both systems thinking and contingency thinking take the perspective that only one single model or theory applies universally in all situations.  
F 45 GT Fa

*Organizations as Systems*

82. Systems thinking views the organization as a collection of interrelated parts that work together to achieve a common purpose.  
T 45 KT Fa
83. A smaller component of a larger system is known as a subsystem.  
T 45 KT Fa
84. An open system interacts with its environment in the continual process of transforming resource inputs into outputs.  
T 46 KT Fa
85. High performance by the organization as a whole occurs only when each subsystem performs its tasks well and works well in cooperation with other subsystems.  
T 46 GT Ap

*Contingency Thinking*

86. Contingency thinking maintains that there is one best way to manage.  
F 46 GT Fa

87. Contingency thinking involves matching responses to the unique problems and opportunities posed by different situations and by individual and environmental differences.  
T 46 KT Fa
88. A structure that works for one organization will always work well in other organizations.  
F 47 GT Ap
89. A management approach that works well at one time will always work well in the future.  
F 47 GT Ap
90. A management approach that works well in an uncertain environment will not necessarily work well in a stable environment  
T 47 GT Ap

**CONTINUING MANAGEMENT THEMES (STUDY QUESTION 5)**

91. The recognition that we live and work in dynamic and constantly changing environments that put unique and never-ending competitive pressures on organizations is one of the most important insights of accumulated management history.  
T 47 GT Fa
92. Ongoing management themes in today’s business environment include quality, performance excellence, and the importance of new leadership, but exclude global awareness, ethics, and social responsibility.  
F 47 GT Fa

***Quality and Performance Excellence***

93. In progressive organizations, managers and workers are quality conscious and they understand the link between competitive advantage and quality.  
T 47 GT Fa
94. The value chain is a specific sequence of activities that transforms raw materials into a finished good or service.  
T 47 KT Fa
95. Quality must be maintained at each point in the value chain, whether it is performed directly by the organization or is part of network relationships with contractors.  
T 47-48 GT Fa
96. Peters and Waterman’s attributes of performance excellence include a bias toward action, closeness to the customers, autonomy and entrepreneurship, and productivity through people.  
T 49 MN Fa

97. Peters and Waterman's attributes of performance excellence include the following: hands-on and value-driven, sticking to the knitting, simple form and lean staff, and simultaneous loose-tight properties.  
T 49 MN Fa

*Global Awareness*

98. Theory Z describes a management framework that incorporates a variety of insights from Japanese management models into North American management practices.  
T 49 KT Fa
99. Theory Q is a North American management framework that incorporates Japanese management practices.  
F 49 GT Fa
100. Theory Z incorporates Japanese management practices such as the provision of long-term employment, slower promotions and more lateral job movements, attention to career planning and development, and use of consensus decision making.  
T 49 GT Fa

*Learning Organizations*

101. A learning organization is able to continually learn and adapt itself to new experiences.  
T 49 KT Fa
102. The core ingredients of learning organizations include mental models, personal mastery, systems thinking, shared vision, and team learning.  
T 50 GT Fa
103. Learning organizations make learning continuously available to everyone.  
T 50 GT Fa
104. Learning organizations refer to vendors that provide training programs for other organizations.  
F 50 GT Fa
105. Learning organizations should emphasize values that focus on information, teamwork, empowerment, participation, and leadership.  
T 50 GT Fa

*21<sup>st</sup>-Century Leadership*

106. Managers in the 21<sup>st</sup> century must understand the interconnections among nations, cultures, and economies in the world community as well being able to plan and act with due consideration of them.  
T 51 GT Fa
107. Managers in the 21<sup>st</sup> century must be comfortable with information technology as well as being able to understand and use technological trends advantageously.  
T 51 GT Fa

108. Managers in the 21<sup>st</sup> century must act ethically, set high ethical standards for others to follow, and build a work culture that values ethics and social responsibility.  
T 51 GT Fa
109. Managers in the 21<sup>st</sup> century must attract highly motivated workers and inspire them by creating high-performance cultures where individuals and teams can do their best work  
T 51 GT Fa
110. New managers who expect to survive in today’s dynamic organizations must maintain and upgrade job-relevant skills through a commitment to continuous learning.  
T 51 GT Fa
111. Effective 21<sup>st</sup> century managers must do the “right” things by adding value to the organization’s goods and/or services, making a real difference in performance results, being ethical, and making a real difference in competitive advantage  
T 51 GT Fa

## Multiple Choice Questions

### CHAPTER INTRODUCTION

112. Which statement accurately describes the role of management history relative to contemporary management thought?  
A. Since the world of work and business are changing — often dramatically in some industries — managers have little to gain from studying the history of management thought.  
B. Many modern management concepts have parallels in some of the historical management writings.  
C. Contemporary managers are not trying to reinvent management practice; rather they are trying to perfect ideas that have deep historical roots.  
D. A and B.  
E. B and C.  
E 34 GT Fa
113. Which of the following statements is NOT an accurate description of the history of management?  
A. The history of management can be traced back as far as 5000 B.C.  
B. Management activities have been important to the development of different civilizations.  
C. Ideas of specialized tasks and division of labor helped to accelerate industrial change.  
D. Mass production proved to be of little value in the modern economy.  
E. Contemporary management thinking continues to develop rapidly.  
D 35 GT Fa

**CLASSICAL MANAGEMENT APPROACHES (STUDY QUESTION 1)**

114. The three branches of the classical approach to management are \_\_\_\_\_.
- A. Behaviorism, rationalism, and self-actualization.
  - B. Scientific management, administrative principles, and bureaucratic organization.
  - C. Authoritarian, permissive, and homeostatic.
  - D. Economic, modern, and self-actualizing.
  - E. Open, closed, and entropic.
- B      35      GT      Fa
115. Which of the following statements correctly pairs the classical management approach with its the major contributors?
- A. The major contributors to scientific management are Frederick Taylor and Max Weber.
  - B. The major contributors to administrative principles are Frank and Lillian Gilbreth
  - C. The major contributors to bureaucratic organization are Henri Fayol and Mary Parker Follett.
  - D. All of the above are correct.
  - E. None of the above is correct.
- E      35      GT      Fa
116. The view that people will rationally consider available opportunities and do whatever is necessary to achieve the greatest personal economic gain is the underlying assumption of which approach to management thought?
- A. Quantitative approach.
  - B. Socioeconomic approach.
  - C. Modern approach.
  - D. Classical approach.
  - E. Behavioral approach.
- D      35      GT      Fa

***Scientific Management***

117. According to Frederick Taylor, the principal object of management should be \_\_\_\_\_.
- A. Profitability.
  - B. Efficiency.
  - C. Achieving the greatest good for society.
  - D. The good of the community.
  - E. Securing maximum prosperity for employer and employee.
- E      35      GT      Fa
118. Who is known as the father of scientific management?
- A. Frank Gilbreth.
  - B. Max Weber.
  - C. Henri Fayol.
  - D. Frederick Taylor.
  - E. Henry Mintzberg.
- D      35      GT      Fa

119. A follower of Frederick Taylor would be least likely to try to \_\_\_\_\_.
- A. Make results-based compensation a performance incentive.
  - B. Select workers with the right abilities to do the job.
  - C. Offer workers proper training.
  - D. Motivate workers by encouraging them to work in small groups.
  - E. Train supervisors to support workers by carefully planning their work.
- D      36      MN      Ap
120. The practical lessons of scientific management include all of the following EXCEPT:
- A. Make results-based compensation a performance incentive.
  - B. Select workers with the right abilities to do the job.
  - C. Allow workers to have input into the determination of work methods and performance standards.
  - D. Carefully design jobs with efficient work methods.
  - E. Train supervisors to support workers by carefully planning their work.
- C      36      MN      Ap
121. \_\_\_\_\_ refer(s) to a job science that includes careful selection and training of workers along with proper supervisory support.
- A. Administrative principles.
  - B. Scientific management.
  - C. Contingency theory.
  - D. Self-actualization.
  - E. Fayol's principles of management.
- B      36      KT      Fa
122. Which of the following is NOT one of the four principles of scientific management developed by Frederick Taylor?
- A. Develop a science for every job.
  - B. Carefully select workers with the right abilities for the job.
  - C. Carefully train workers to do the job and provide proper incentives.
  - D. Organize tasks into groups to encourage teamwork.
  - E. Provide management support for workers.
- D      36      GT      Fa
123. Oxford Industries Inc. installed a new computer system to clock every worker's pace to a thousandth of a second and to determine each worker's pay and bonus scale on the basis of his or her performance against the standard. This is an example of \_\_\_\_\_.
- A. Administrative principles.
  - B. Scientific management.
  - C. Contingency theory.
  - D. Self-actualization.
  - E. Fayol's principles of management.
- B      36      GT      Ap

124. \_\_\_\_\_ is the science of reducing a job or task to its basic physical motions.
- A. Job design.
  - B. Motion study.
  - C. Workflow analysis.
  - D. Task analysis.
  - E. Role analysis.
- B      36      KT      Fa
125. \_\_\_\_\_ pioneered the use of motion studies as a management tool:
- A. Frederick Herzberg.
  - B. Adam Smith.
  - C. Abraham Maslow.
  - D. Frank and Lillian Gilbreth.
  - E. Mary Parker Follett and James D. Mooney.
- D      36      GT      Fa
126. The work of Frank and Lillian Gilbreth on motion studies provided the basis for later advances in which of the following management areas?
- A. Job simplification.
  - B. Incentive wage plans.
  - C. Work standards.
  - D. All of the above.
  - E. None of the above.
- D      36      GT      Fa
127. United Parcel Service makes use of calibrated productivity standards as well as the timing of package sorting, delivery, and pickup to keep productivity at the highest level per employee. In developing worker productivity standards, UPS obviously makes use of \_\_\_\_\_.
- A. Behavioral theories.
  - B. Self-actualization.
  - C. Systems theory.
  - D. Motion studies.
  - E. Administrative principles.
- D      36      GT      Ap

***Administrative Principles***

128. Henri Fayol's \_\_\_\_\_ closely resemble the \_\_\_\_\_ that are used in contemporary businesses.
- A. Three rules of management ... systems and contingency approaches.
  - B. Administrative principles ... systems and contingency approaches.
  - C. Five duties of management ... four functions of management.
  - D. Notions of planning and organizing ... ideas of command and coordination.
  - E. Principles of collective and social responsibility ... functions of management.
- C      37      GT      Fa

129. According to Henri Fayol, the five rules of management are \_\_\_\_\_.
- A. Foresight, organization, command, coordination, and control.
  - B. Authority, responsibility, discipline, remuneration, and initiative.
  - C. Centralization, stability, initiative, communication, and esprit de corps.
  - D. Prediction, hypothesis, observation, experimentation, and verification.
  - E. Standardization, centralization, negative entropy, communication, and homeostasis.
- A      37      GT      Fa
130. Which of the following statements does NOT provide an accurate description of Henri Fayol's duties of management?
- A. To complete a plan of action for the future.
  - B. To provide and mobilize resources to implement the plan.
  - C. To lead, select, and evaluate workers to get the best work toward the plan.
  - D. To ensure that employees fully develop their talents in order to take over managerial tasks.
  - E. To fit diverse efforts together, and ensure information is shared and problems are solved.
- D      37      GT      Fa
131. Henri Fayol is noted for originating which of the following concepts?
- A. The scalar chain principle.
  - B. The unity of command principle.
  - C. The unity of direction principle.
  - D. All of the above.
  - E. None of the above.
- D      37      GT      Fa
132. The \_\_\_\_\_ principle, as defined by Henri Fayol, states that there should be a clear and unbroken line of communication from top to bottom in the organization's hierarchy of authority.
- A. Scalar chain.
  - B. Unity of command.
  - C. Unity of direction.
  - D. Communication control.
  - E. Hawthorne.
- A      37      GT      Fa
133. The \_\_\_\_\_ principle, as defined by Henri Fayol, states that each person should receive orders from only one boss.
- A. Scalar chain.
  - B. Unity of command.
  - C. Unity of direction.
  - D. Management order.
  - E. Organization.
- B      37      GT      Fa



134. The \_\_\_\_\_ principle, as defined by Henri Fayol, states that one person should be in charge of all activities having the same performance objective.
- A. Scalar chain.
  - B. Unity of command.
  - C. Unity of direction.
  - D. Classical design.
  - E. Hawthorne.
- C      37      GT      Fa
135. Mary Parker Follett, a classical management theorist, believed that \_\_\_\_\_.
- A. Groups were mechanisms through which diverse individuals could combine their talents for a greater good.
  - B. Organizations are communities in which managers and workers should labor in harmony.
  - C. The manager’s job is to help people in organizations cooperate with one another and achieve an integration of interests.
  - D. All of the above.
  - E. None of the above.
- D      38      GT      Fa
136. Mary Parker Follett believed that making every employee an owner in the business would create feelings of \_\_\_\_\_.
- A. Collective responsibility.
  - B. Stockholder ownership.
  - C. Personal control.
  - D. Individual achievement.
  - E. Corporate sharing.
- A      38      GT      Fa
137. Mary Parker Follett believed that business problems involve a wide variety of factors that must be considered in relationship to one another. This belief foreshadowed the contemporary management concern with \_\_\_\_\_.
- A. Environmental analysis.
  - B. Systems.
  - C. Job design.
  - D. Corporate culture.
  - E. Multiculturalism.
- B      38      GT      Fa
138. Today’s concerns for managerial ethics and corporate social responsibility were foreshadowed by the classical writings of \_\_\_\_\_ which argued that businesses were services and that private profits should always be considered in relation to the public good.
- A. Frederick Taylor.
  - B. Henri Fayol.
  - C. Mary Parker Follett.
  - D. Max Weber.
  - E. Lyndall Urwick.
- C      38      GT      Fa

**Bureaucratic Organization**

139. Which of the following best states the impetus for the development of a bureaucratic organization?
- A. Max Weber was trying to define the one best way to perform a job.
  - B. Max Weber was attempting to upset German society.
  - C. Max Weber was reacting to the performance deficiencies in organizations of his day.
  - D. Max Weber was attempting to identify a common set of employee needs in German society.
  - E. Max Weber was interested in formulating exact rules of behavior for German managers.
- C      38      GT      Fa
- 
140. Max Weber was concerned that people in nineteenth century organizations were in positions of authority due to their \_\_\_\_\_ rather than their \_\_\_\_\_.
- A. Political connections ... leadership traits.
  - B. Social standing ... job-related capabilities.
  - C. Leadership qualities ... job requirements.
  - D. Economic wealth ... social standing.
  - E. Managerial competence ... economic wealth.
- B      38      GT      Fa
- 
141. Max Weber believed that \_\_\_\_\_ could correct performance deficiencies in late 19<sup>th</sup> century German organizations.
- A. A loosely structured system.
  - B. Bureaucracy.
  - C. A contingent organization
  - D. An organic organization.
  - E. An adaptive organization.
- B      38      GT      Fa
- 
142. \_\_\_\_\_ is an ideal, intentionally rational, and very efficient form of organization founded on the principles of logic, order, and legitimate authority.
- A. A democratically structured system.
  - B. A contingent organization
  - C. An organic organization.
  - D. An adaptive organization.
  - E. Bureaucracy.
- E      38      KT      Fa
- 
143. Which of the following is NOT a characteristic of bureaucratic organizations?
- A. There is a clear division of labor and work duties and responsibilities are explicitly defined.
  - B. There is a clear hierarchy of authority and each position reports to a higher level one.
  - C. Organizational members are promoted on the basis of their social status.
  - D. Rules and procedures are applied impartially and uniformly.
  - E. Many written rules and procedures are used to guide job activities.
- C      38      GT      Fa

144. Weber's conception of bureaucratic organizations included all of the following characteristics EXCEPT:  
 A. Clear division of labor.  
 B. Clear hierarchy of authority.  
 C. Formal rules and procedures.  
 D. Impersonality.  
 E. Careers based on social and/or political connections.  
 E 38 GT Fa
145. Assume that an organization has a clear division of labor, standard rules and procedures, a well-defined hierarchy of authority, members selected for technical competence, and explicitly defined duties and responsibilities. This is an example of \_\_\_\_\_.  
 A. A closed system.  
 B. An open system.  
 C. A bureaucracy.  
 D. Negative entropy.  
 E. Scientific management.  
 C 38 GT Ap
146. Efficiency in the utilization of resources and fairness in the treatment of employees and clients are potential advantages of \_\_\_\_\_.  
 A. A bureaucracy.  
 B. An open system.  
 C. A closed system.  
 D. Scientific management.  
 E. Self-actualization.  
 A 38-39 GT Fa
147. Red tape, slowness in handling problems, resistance to change, and employee apathy are disadvantages of which type of organization?  
 A. Closed.  
 B. Complex.  
 C. Administrative  
 D. Conservative  
 E. Bureaucratic.  
 E 39 GT Fa
148. Which one of the following statements about bureaucracy is true?  
 A. The work of Max Weber is too outdated to be used in the modern science of management.  
 B. The work of Max Weber still has a major impact on the present trends and directions of management.  
 C. The work of Max Weber influenced only European management thinkers.  
 D. Bill Gates bases the operations of Microsoft on Max Weber's theories of specialization and division of labor.  
 E. Max Weber believed that a bureaucracy was the most rigid and apathetic form of organization.  
 B 39 GT Fa

149. Current management trends regarding innovative organizational forms seek to \_\_\_\_\_.
- A. Achieve different structural goals than Weber pursued.
  - B. Achieve the same goals as Weber wanted to achieve but with different structural approaches.
  - C. Achieve the same goals as Weber pursued while using similar structural approaches.
  - D. Ignore Weber’s structural goals.
  - E. Create structures that are based on socioeconomic status.
- B 39 GT Fa

**BEHAVIORAL MANAGEMENT APPROACHES (STUDY QUESTION 2)**

150. The foundations of the behavioral (or human resource) approach to management include all of the following components EXCEPT:
- A. The Hawthorne Studies.
  - B. Maslow’s theory of human needs.
  - C. McGregor’s Theory X and Theory Y.
  - D. The human systems contingency model.
  - E. Argyris’s theory of personality and organization.
- D 39 GT Fa

151. The behavioral (or human resource) approach to management basically assumes that \_\_\_\_\_.
- A. People at work will seek satisfying social relationships, respond to group pressures, and search for personal fulfillment.
  - B. Management problems are best solved by qualitative rather than by quantitative analysis.
  - C. People are easily understandable creatures.
  - D. People are completely rational and responsive to economic incentives.
  - E. Environmental reinforcements have little to do with people’s work behavior.
- A 40 GT Fa

***The Hawthorne Studies and Human Relations***

152. The Hawthorne Studies refer to \_\_\_\_\_ that was conducted at the Hawthorne Works of the Western Electric Company (predecessor to today’s Lucent Technologies).
- A. An intensive training program for workers.
  - B. An education program for fast-track managers.
  - C. A research program on technology.
  - D. A research program on management decision-making.
  - E. A research program on individual productivity.
- E 40 GT Fa

153. Which one of the following statements does NOT accurately describe the illumination experiments of the Hawthorne Studies or one of the experiments conducted in response to the results found in the illumination experiments?
- A. The researchers expected that better lighting would improve performance.
  - B. The researchers found that performance and level of lighting were unrelated.
  - C. The researchers concluded that these unexpected results were due to unforeseen psychological factors.
  - D. The researchers explored various psychological and social factors in additional experiments.
  - E. The researchers confirmed the direct link between physical conditions of work and individual productivity.
- E      40      GT      Fa
154. A key conclusion from the Hawthorne relay assembly test room studies was that \_\_\_\_\_.
- A. Workers cannot be productive at various levels of illumination.
  - B. Workers are basically rational.
  - C. Workers perform well when they share pleasant social relations with one another and when supervision is participatory.
  - D. Workers are more productive when their pay scale is increased to match their effort.
  - E. Workers are more productive when their work areas are well lighted.
- C      40-41      GT      Fa
155. Which of the following statements about the Hawthorne Studies is incorrect?
- A. The studies were started to identify the influence that “social factors” had on productivity.
  - B. The studies were started to determine the effect that different levels of lighting had on productivity.
  - C. In one study, workers’ productivity increased as the level of illumination at their workstations was decreased.
  - D. The “social setting” of the various experiments influenced the results of the studies.
  - E. People would restrict output to avoid the displeasure of the group, even if it meant sacrificing pay.
- A      40-41      GT      Fa
156. The Hawthorne Studies have been criticized for which of the following reasons?
- A. Poor research design.
  - B. Weak empirical support for the conclusions drawn.
  - C. The tendency of researchers to overgeneralize their findings.
  - D. All of the above.
  - E. None of the above.
- D      41      GT      Fa
157. The Hawthorne Studies shifted the attention of managers and scholars away from the technical and structural concerns emphasized by the classical management approach and toward \_\_\_\_\_.
- A. A more scientific approach to management.
  - B. In-depth studies of actual case histories and individual experiences.
  - C. The use of computers to deal with more complex mathematical models.
  - D. The study of social and human concerns as keys to productivity.
  - E. A Theory X approach to management science.
- D      41      GT      Fa

158. \_\_\_\_\_ showed that people’s feelings, attitudes, and relationships with coworkers should be important to management.  
 A. Scientific management.  
 B. Frank and Lillian Gilbreth.  
 C. The Hawthorne Studies.  
 D. Max Weber.  
 E. Henri Fayol.  
 C 41 GT Fa
159. The tendency of persons singled out for special attention to perform as predicted just because of expectations created by the situation itself is called \_\_\_\_\_.  
 A. The Bakersfield method.  
 B. The Engersoll finding.  
 C. The Hawthorne Effect.  
 D. The glass ceiling effect.  
 E. The deficit principle.  
 C 41 KT Fa
160. The Hawthorne Studies contributed to the emergence of the \_\_\_\_\_ movement as an important influence on management thought during the 1950s and 1960s.  
 A. Modern relations.  
 B. Human relations.  
 C. Social relations.  
 D. Scientific relations.  
 E. Cultural relations.  
 B 41 GT Fa
161. \_\_\_\_\_ was based on the viewpoint that managers who used good human relations in the workplace would achieve productivity.  
 A. Modern relations.  
 B. Social relations.  
 C. Scientific relations.  
 D. Cultural relations.  
 E. Human relations.  
 E 41 KT Fa
162. The study of individuals and groups in organizations is the social sciences field known as \_\_\_\_\_.  
 A. Organizational behavior  
 B. Contingency theory  
 C. Systems theory  
 D. Modern behavioral methods.  
 E. Theory X and Theory Y  
 A 41 KT Fa

*Maslow's Theory of Human Needs*

163. Maslow's work in the area of human needs is important to which area of management thought?  
A. Classical approach.  
B. Scientific management.  
C. Systems theory.  
D. Human relations movement.  
E. Contingency theory  
D 41 GT Fa
164. A psychological or physiological deficiency that a person feels compelled to satisfy is known as a(n) \_\_\_\_\_.  
A. Desire.  
B. Need.  
C. Compulsion.  
D. Obsession.  
E. Satisfaction deficit.  
B 41 KT Fa
165. \_\_\_\_\_ create tensions that can influence a person's work attitudes and behaviors.  
A. Desires.  
B. Whims.  
C. Compulsions.  
D. Obsessions.  
E. Needs.  
E 41 GT Fa
166. Maslow's hierarchy of needs theory includes which of the following needs?  
A. Food, shelter, sex, money, and prestige.  
B. Physiological, spiritual, social, and psychological fulfillment.  
C. Physical safety, financial security, and social status.  
D. Physiological, safety, social, esteem, and self-actualization.  
E. Respect, prestige, recognition, security, and power.  
D 41-42 GT Fa
167. \_\_\_\_\_ refer to the needs for basic biological maintenance such as food, water, and physical well-being.  
A. Physiological needs.  
B. Safety needs.  
C. Social needs.  
D. Esteem needs.  
E. Self-actualization needs.  
A 42 GT Fa

168. \_\_\_\_\_ refer to the needs for security, protection, and stability in the events of daily life.
- A. Physiological needs.
  - B. Safety needs.
  - C. Social needs.
  - D. Esteem needs.
  - E. Self-actualization needs.
- B      42      GT      Fa
169. \_\_\_\_\_ concern the needs for love, affection, and belongingness in one's relationships with other people.
- A. Physiological needs.
  - B. Safety needs.
  - C. Social needs.
  - D. Esteem needs.
  - E. Self-actualization needs.
- C      42      GT      Fa
170. \_\_\_\_\_ involve the needs for respect, prestige, recognition, and self-esteem; and a personal sense of competency and mastery.
- A. Physiological needs.
  - B. Safety needs.
  - C. Social needs.
  - D. Esteem needs.
  - E. Self-actualization needs.
- D      42      GT      Fa
171. \_\_\_\_\_ include the needs for being self-fulfilled and to grow and use abilities to the fullest and most creative extent.
- A. Physiological needs.
  - B. Safety needs.
  - C. Social needs.
  - D. Esteem needs.
  - E. Self-actualization needs.
- E      42      GT      Fa
172. According to the deficit principle of Maslow's theory of human needs, \_\_\_\_\_.
- A. People have a variety of needs, or deficits, that they must satisfy at any given time.
  - B. Each person has different needs.
  - C. People are not motivated by a satisfied need.
  - D. People are always in need of something.
  - E. No matter what their condition in life, all people are looking for basic security.
- C      42      GT      Fa



173. According to the progression principle of Maslow's theory of human needs, \_\_\_\_\_.
- A. The five human needs must all be satisfied before people can progress to self-actualization.
  - B. A need at any level only becomes activated when the next lower-level need has been satisfied.
  - C. The most basic human need is the need for self-actualization.
  - D. Human needs are never truly fulfilled.
  - E. Human needs progress from stronger needs to weaker needs.
- B      42      GT      Fa
174. At which need level of Maslow's hierarchy do the deficit and progression principles cease to operate?
- A. Physiological needs.
  - B. Safety needs.
  - C. Social needs.
  - D. Esteem needs.
  - E. Self-actualization needs.
- E      42      GT      Fa
175. The more that \_\_\_\_\_ are satisfied, the stronger they grow.
- A. Physiological needs.
  - B. Safety needs.
  - C. Social needs.
  - D. Esteem needs.
  - E. Self-actualization needs.
- E      42      GT      Fa
176. According to Maslow's theory of human needs, managers can improve worker performance and achieve productivity by \_\_\_\_\_.
- A. Eliminating wasted motion.
  - B. Making a science of every job.
  - C. Facilitating need satisfaction.
  - D. Instituting a hierarchical chain of command.
  - E. Listening to workers' complaints and acting on them.
- C      42      GT      Ap
177. Wendy is a manger in a nonprofit organization. She is interested in using Maslow's need hierarchy to guide her approach to managing the volunteers working for this nonprofit organization. In order to promote productivity, Wendy should \_\_\_\_\_.
- A. Create jobs that satisfy the needs of the volunteers.
  - B. Create work environments that satisfy the needs of the volunteers.
  - C. Ensure that the work is fulfilling for the volunteers.
  - D. All of the above.
  - E. None of the above.
- D      42      GT      Ap

**McGregor's Theory X and Theory Y**

178. According to Douglas McGregor, managers should pay more attention to \_\_\_\_\_.
- A. Motion studies.
  - B. Social responsibility.
  - C. Behavior modification techniques.
  - D. Quantitative analysis.
  - E. Social and self-actualization needs.
- E      42      GT      Ap
179. Theory X managers tend to see their subordinates as \_\_\_\_\_.
- A. Creative, responsible, and self-motivated.
  - B. Motivated by challenging work.
  - C. Irresponsible, resistant to change, lacking in ambition, disliking work, and preferring to be led rather than to lead.
  - D. Liking work because they prefer to lead rather than to be led.
  - E. Basically rational.
- C      43      KT      Fa
180. According to McGregor, Theory Y managers tend to see their subordinates as \_\_\_\_\_.
- A. Passive, dependent, and reluctant.
  - B. Irresponsible, resistant to change, lacking in ambition, disliking work, and preferring to be led rather than to lead.
  - C. Willing to work, willing to accept responsibility, capable of self-direction, capable of self-control, imaginative, and creative.
  - D. Disliking work because they prefer to be led rather than to lead.
  - E. Basically rational and motivated by money.
- C      43      KT      Fa
181. McGregor believed that managers holding either Theory X or Theory Y assumptions could create situations in which employees acted as expected. This phenomenon is known as \_\_\_\_\_.
- A. The Hawthorne Effect.
  - B. Theory Z.
  - C. A self-fulfilling prophecy.
  - D. Self-actualization.
  - E. Expectancy theory.
- C      43      GT      Fa
182. Douglas McGregor would describe managers who tend to be directive in their relationships with others and who take a command-and-control orientation as \_\_\_\_\_ managers.
- A. Scientific principles.
  - B. Theory X.
  - C. Theory Y.
  - D. Theory Z.
  - E. Administrative principles.
- B      43      GT      Ap

183. A manager who allows his or her subordinates to participate in decision-making, who delegates authority to them, and who offers them greater job autonomy and job variety would be classified by Douglas McGregor as a \_\_\_\_\_ manager.
- A. Democratic.
  - B. Human relations.
  - C. Theory X.
  - D. Theory Y.
  - E. Theory Z.
- D      43      GT      Ap

184. Which of the following statements does NOT accurately describe Theory Y assumptions?
- A. Theory Y assumptions are consistent with developments in the new workplace.
  - B. Theory Y assumptions are central to notions of employee participation and involvement.
  - C. Theory Y assumptions devalue workforce diversity.
  - D. Theory Y assumptions provide the foundation for creating a positive self-fulfilling prophecy.
  - E. Theory Y assumptions encourage empowerment and self-management.
- C      43      GT      Ap

***Argyris's Theory of Adult Personality***

185. According to Chris Argyris, certain management principles found in the classical approaches are inconsistent with \_\_\_\_\_.
- A. The administrative-principles approach.
  - B. Theory X.
  - C. The mature adult personality.
  - D. Rational principles.
  - E. The findings of quantitative analysis.
- C      44      GT      Fa

186. According to Chris Argyris, management practices that are influenced by \_\_\_\_\_ are inconsistent with the mature adult personality.
- A. Classical management approaches.
  - B. Behavioral management approaches.
  - C. Human resource management approaches.
  - D. Quantitative management approaches.
  - E. Modern management approaches.
- A      44      GT      Fa

187. Argyris believes that implementation of classical management ideas such as the bureaucratic organization and Fayol's administrative principles will do all of the following EXCEPT:
- A. Create conditions for psychological failure among the workers.
  - B. Ensure that workers are productive and efficient.
  - C. Create dependent and passive workers.
  - D. Cause workers to have little sense of control over their work environments.
  - E. Undermine worker performance.
- B      44      GT      Fa

188. According to Argyris's theory of personality and organization, managers who treat people as \_\_\_\_\_ will achieve \_\_\_\_\_.
- A. Dependent workers ... the highest productivity.
  - B. Dependent workers ... high profitability.
  - C. Mature and responsible adults ... mediocre productivity.
  - D. Mature and responsible adults ... the highest productivity.
  - E. Friendly workers ... high productivity and profitability.
- D      44      GT      Fa
189. Argyris believes that absenteeism, turnover, apathy, alienation, and similar behavioral problems in the workplace occur because of \_\_\_\_\_.
- A. A mismatch between workers' mature personalities and management practices.
  - B. Task specialization.
  - C. Theory Y management.
  - D. A lack of situational thinking.
  - E. Poor communication between managers and employees.
- A      44      GT      Fa

**QUANTITATIVE MANAGEMENT APPROACHES (STUDY QUESTION 3)**

190. Which of the following statements accurately describe quantitative management approaches?
- A. Quantitative management approaches developed about the same time as human resource approaches to management.
  - B. Quantitative approaches are based on the assumption that mathematical techniques can be used to improve managerial problem solving.
  - C. Quantitative approaches are increasingly driven by computer technology.
  - D. All of the above statements accurately describe quantitative management approaches.
  - E. None of the above statements accurately describe quantitative management approaches.
- D      44      GT      Fa

***Management Science***

191. The scientific application of mathematical techniques to management problems is known as \_\_\_\_\_.
- A. Mathematical personality theory.
  - B. Modern management theory.
  - C. Scientific management.
  - D. Management science.
  - E. Problem solving through numbers crunching.
- D      44      KGT      Fa

192. \_\_\_\_\_ and \_\_\_\_\_ are often used interchangeably to describe the scientific applications of mathematical techniques to management problems.
- A. Management research ... operations management.
  - B. Systems theory ... contingency theory.
  - C. Management science ... operations research.
  - D. Management principles ... operational principles.
  - E. Modern management themes ... computer technology.
- C      44      GT      Fa
193. The management approach that (a) systematically analyzes a problem, (b) uses appropriate mathematical models to make computations, and (c) selects an optimum solution is known as \_\_\_\_\_.
- A. Systems analysis.
  - B. Administrative-principles
  - C. Operations research.
  - D. Mathematical methodology.
  - E. Computational analysis.
- C      44      GT      Fa
194. Which of the following descriptions of management science applications is NOT accurate?
- A. Mathematical forecasting helps make future projections that are useful for planning.
  - B. Inventory modeling helps to establish how much to order and when to order.
  - C. Network models break large tasks into smaller components to allow for better analysis, planning, and control of complex projects.
  - D. Linear programming is used to help allocate service personnel or workstations to minimize customer waiting time and service cost.
  - E. Simulation creates models of problems so different solutions under various assumptions can be tested.
- D      44-45      GT      Fa
195. Quantitative approaches to management include all of the following characteristics EXCEPT:
- A. A focus on decision making that has clear implications for management action.
  - B. The use of economic decision criteria.
  - C. The use of managerial rules of thumb that are based on personal experience and personal preferences.
  - D. The use of mathematical models that follow sophisticated rules and formulas.
  - E. A focus on costs, revenues, and return on investment.
- C      45      GT      Fa

*Applied Quantitative Analysis Today*

196. Which of the following is NOT a true statement about quantitative analysis in contemporary business?
- A. Operations management focuses on applying quantitative management approaches to the production of goods and services.
  - B. The human factor can be ignored when using quantitative management techniques.
  - C. Organizations often employ staff specialists to help managers take advantage of quantitative management approaches.
  - D. Software developments are making quantitative management techniques more accessible to managers.
  - E. Mathematical solutions must be supported by good managerial judgment.
- B      45      GT      Fa
197. In using any quantitative approach to management, mathematical solutions to problems must be supported by \_\_\_\_\_.
- A. Comprehensive computer networks.
  - B. Extensive databases.
  - C. Good managerial judgment and an appreciation of the human factor.
  - D. All of the above.
  - E. None of the above.
- C      45      GT      Ap

**MODERN MANAGEMENT APPROACHES (STUDY QUESTION 4)**

198. Modern management approaches maintain that people have multiple and varied needs, that their needs change over time, that they possess many talents and capabilities which can be developed, and that they \_\_\_\_\_.
- A. Respond best to Theory X management.
  - B. Respond best when treated as responsible, self-actualizing adults regardless of the demands of the situation.
  - C. Respond best when managers provide different managerial strategies and job opportunities to deal with the individual differences among workers.
  - D. Are very complex and must be managed strictly in all situations.
  - E. Respond best in all situations to the use of participatory management.
- C      45      GT      Fa
199. One major characteristic of modern management approaches is \_\_\_\_\_.
- A. Decision-making must be based solely on economic criteria.
  - B. People are social and self-actualizing, but these characteristics have little impact on people's work behavior.
  - C. People are totally rational.
  - D. No one model applies universally in all situations.
  - E. Theory Y management leads to conflict and unhappiness.
- D      45      GT      Fa

*Organizations as Systems*

200. A \_\_\_\_\_ is a collection of interrelated parts that function together to achieve a common purpose.  
A. Contingency.  
B. System.  
C. Mathematical model.  
D. Quantitative structure.  
E. Need hierarchy.  
B 45 KT Fa
201. A smaller component of a larger system is known as \_\_\_\_\_.  
A. A subsystem.  
B. A supersystem.  
C. A department.  
D. A team.  
E. A contingent operation.  
A 45 KT Fa
202. A system is defined as open because \_\_\_\_\_.  
A. It is permissive in observing the various principles of management.  
B. Its subsystems do not relate to one another.  
C. It uses Theory X management assumptions.  
D. It interacts with its environment in the continual process of transforming resource inputs into outputs.  
E. It treats its employees as responsible adults.  
D 46 KT Fa
203. All of the following are examples of subsystems in the transformation process of a typical organization EXCEPT:  
A. Purchasing and inventory systems.  
B. Operations and service management systems.  
C. Marketing, sales, and distribution systems.  
D. Trade associations.  
E. Accounting and financial systems.  
D 46 GT Ap
204. High performance by the organization as a whole occurs only when each subsystem \_\_\_\_\_ and \_\_\_\_\_.  
A. Meets minimal standards in performing its tasks ... works adequately in cooperation with other subsystems.  
B. Performs its tasks well ... works well in cooperation with other subsystems.  
C. Performs its tasks well ... works adequately in cooperation with other subsystems.  
D. Has cohesive work teams ... responds well to higher-level managers.  
E. Has cohesive work teams ... works well in cooperation with other subsystems.  
B 46 GT Ap

**Contingency Thinking**

205. Matching responses to the unique problems and opportunities posed by different situations is called \_\_\_\_\_.
- A. Quantitative analysis.
  - B. Rationalism.
  - C. The theory of applicability.
  - D. Contingency thinking.
  - E. Self-actualization.
- D     46     KT     Fa

206. Matching managerial responses to the problems and opportunities created by individual and environmental differences is the focus of \_\_\_\_\_.
- A. Quantitative management.
  - B. Systems analysis.
  - C. Contingency thinking.
  - D. Hierarchical analysis.
  - E. Human resources thinking.
- C     46     KT     Fa

207. According to contingency theories, \_\_\_\_\_.
- A. The best management approach is based on Theory Y assumptions.
  - B. There is no one best management approach.
  - C. The best management approach employs formal mathematical models.
  - D. The best management approach takes human factors into consideration.
  - E. The best management approach focuses on the economic realities of decision making.
- B     46-47     GT     Fa

208. A manager is overheard to say: “The best way to manage is to make sure that your response is appropriate to the demands and characteristics of the situation at hand.” His point of view is most closely associated with \_\_\_\_\_.
- A. Contingency thinking.
  - B. Closed-systems thinking.
  - C. Human relations thinking.
  - D. Scientific management
  - E. Bureaucracy.
- A     47     GT     Ap

209. Which of the following statements accurately describe contingency thinking?
- A. A structure that works for one organization may not work well for another.
  - B. A management approach that works at one time may not work well at another time.
  - C. A management approach that works well in an uncertain environment will not necessarily work well in a stable environment.
  - D. All of the above statements accurately describe contingency thinking.
  - E. None of the above statements accurately describe contingency thinking.
- D     47     GT     Ap



**CONTINUING MANAGEMENT THEMES (STUDY QUESTION 5)**

210. The recognition that we live and work in dynamic and constantly changing environments that put unique and never-ending competitive pressures on organizations \_\_\_\_\_.
- A. Is one of the most important insights of accumulated management history.
  - B. Has been brought to people’s attention solely because of the revolution in information technology.
  - C. Is unlikely to have much long-lasting impact on the way organizations operate.
  - D. A and B.
  - E. B and C.
- A      47      GT      Fa
211. Ongoing management themes in today’s business environment include all of the following EXCEPT:
- A. Quality and performance excellence.
  - B. Ethics and social responsibility.
  - C. Global awareness.
  - D. The importance of new leadership.
  - E. Division of labor for efficiency.
- E      47      GT      Fa

***Quality and Performance Excellence***

212. Which of the following statements does NOT accurately describe the orientation toward quality in progressive contemporary organizations?
- A. Managers and workers are quality conscious.
  - B. Managers and workers understand the link between competitive advantage and quality.
  - C. Managers and workers in the best organizational cultures know the one best way to achieve superior product and service quality.
  - D. The best organizational cultures include quality as a core value.
  - E. The best organizational cultures reinforce quality in all aspects of the work environment.
- C      47      GT      Fa
213. A(n) \_\_\_\_\_ is a specific sequence of activities that transforms raw materials into a finished good or service.
- A. Transformational chain.
  - B. Value chain.
  - C. Activities system.
  - D. Materials requirement plan.
  - E. Distribution plan.
- B      47      KT      Fa

214. United Gasket and Seal Company manufactures a variety of rubber gaskets and seals for use in the automotive industry. In using a value chain philosophy, United Gasket and Seal would most likely do all of the following EXCEPT:
- A. Build quality into all aspects of operations.
  - B. Focus on quality issues that relate directly to activities performed by the organization.
  - C. Address quality issues that result from network relationships with contractors.
  - D. Expect the organization’s employees to stress quality in transforming raw materials into a finished good or service.
  - E. De-emphasize the role of product delivery to customers or clients.
- E      47-48    GT      Ap
215. Peters and Waterman’s attributes of performance excellence include all of the following EXCEPT:
- A. A bias toward action.
  - B. Closeness to the customers.
  - C. Closeness of supervision.
  - D. Autonomy and entrepreneurship.
  - E. Productivity through people.
- C      49      MN      Fa
216. Peters and Waterman’s attributes of performance excellence include all of the following EXCEPT:
- A. Strategic opportunities.
  - B. Hands-on and value-driven.
  - C. Sticking to the knitting.
  - D. Simple form and lean staff.
  - E. Simultaneous loose-tight properties.
- A      49      MN      Fa

**Global Awareness**

217. \_\_\_\_\_ describes a management framework that incorporates a variety of insights from Japanese management models into North American management practices.
- A. Theory J.
  - B. Theory Q
  - C. Theory X.
  - D. Theory Y.
  - E. Theory Z.
- E      49      KT      Fa

218. Consider a North American management framework that incorporates Japanese management practices such as providing long term employment, slower promotions and more lateral job movements, attention to career planning and development, use of consensus decision making, and emphasis on the use of groups and employee involvement. This management framework is known as \_\_\_\_\_.
- A. Theory X
  - B. Attributes of performance excellence.
  - C. Quality employment
  - D. Theory Z
  - E. The international management theory.
- D      49      KT      Fa

***Learning Organizations***

219. A \_\_\_\_\_ is able to continually learn and adapt itself to new experiences.
- A. Learning organization.
  - B. Systems organization.
  - C. Change organization.
  - D. Values organization.
  - E. Experience-based organization.
- A      49      KT      Fa
220. During a job interview, Jim was told by one of the team leaders that the company uses lessons of experience to promote continuous change and improvement. Jim interviewed for a job in which kind of organization?
- A. A Theory X organization.
  - B. A contingency organization.
  - C. A learning organization.
  - D. A bureaucratic organization.
  - E. A mature organization.
- C      50      GT      Ap
221. Which of the following is NOT a core ingredient of learning organizations?
- A. Mental models.
  - B. Personal mastery.
  - C. Systems thinking.
  - D. Shared vision.
  - E. Individual learning.
- E      50      GT      Fa
222. Which of the following statements provides an incorrect description of learning organizations?
- A. Learning organizations should emphasize values that focus on information, teamwork, empowerment, participation, and leadership.
  - B. Learning organizations depend on leadership that sets an example for others by embracing change and communicating enthusiasm.
  - C. Learning organizations refer to vendors that provide training programs for other organizations.
  - D. Learning organizations require a value-driven culture.
  - E. Learning organizations make learning continuously available to everyone.
- C      50      GT      Fa

**21<sup>st</sup>-Century Leadership**

223. According to the text’s discussion of 21<sup>st</sup>- century leadership, \_\_\_\_\_ and the new directions of \_\_\_\_\_ are important keys to personal and organizational performance.
- A. Leadership ... learning organizations.
  - B. Leadership ... teamwork.
  - C. Leadership ... followership.
  - D. Teamwork ... innovative quality management.
  - E. Learning leaders ... team organizations.
- A      51      GT      Fa
224. Managers in the 21<sup>st</sup> century must be capable of doing all of the following EXCEPT:
- A. Understanding the interconnections among nations, cultures, and economies in the world community as well as planning and acting with due consideration of them.
  - B. Being comfortable with information technology and understanding and using technological trends advantageously.
  - C. Sacrificing profitability goals for corporate social responsibility commitments.
  - D. Acting ethically, setting high ethical standards for others to follow, and building a work culture that values ethics and social responsibility.
  - E. Attracting highly motivated workers and inspiring them by creating high-performance cultures where individuals and teams can do their best work
- C      51      GT      Fa
225. New managers who expect to survive in today’s dynamic organizations must be committed to all of the following EXCEPT:
- A. Pursuing self-interest.
  - B. Maintaining and upgrading job-relevant skills through a commitment to continuous learning.
  - C. Cultivating and using the ability to make things happen.
  - D. Establishing a commitment to work-life balance.
  - E. Understanding international dimensions.
- A      51      GT      Fa
226. Effective 21<sup>st</sup> century managers must do the “right” things. Doing the “right” things would include all of the following EXCEPT:
- A. Do the things that add value to the organizations goods and/or services.
  - B. Do the things that make a real difference in performance results.
  - C. Do the things that are ethical.
  - D. Do the things that make a real difference in competitive advantage
  - E. Do the things that exploit every possible situation within the limits of the law.
- E      51      GT      Fa

**Essay Questions**

227. Why is the study of historical management theory important for a manager in today’s business environment?

*Suggested Answer:*

Today's managers can draw on management theory to guide their actions; they can learn from the insights of people throughout history who have thought about effective management. By studying the history of management thought, managers can learn from the experiences of others, attempting to capitalize on their successes and avoid their mistakes.

228. What can be learned from classical management thinking?

*Suggested Answer:*

The classical management approaches encompass scientific management, administrative principles, and bureaucratic organization. The basic assumption of the classical management approaches is that people are rational and are primarily driven by economic concerns.

The useful lessons from scientific management, as espoused by Frederick Taylor, are: make results-based compensation a performance incentive; carefully design jobs with efficient work methods; carefully select workers with the abilities to do these jobs; train workers to perform the jobs to the best of their abilities; and train supervisors to support workers so they can perform the jobs to the best of their abilities. In addition, the work of Frank and Lillian Gilbreth, also done within the scientific management tradition, provided a foundation for later advances in job simplification, work standards, and incentive wage plans.

The contributions of the administrative principles branch of the classical management approach are exemplified by the work of Henri Fayol and Mary Parker Follett. Henri Fayol developed rules and principles of management that served as guides to management practice. His rules of managerial foresight, organization, command, coordination, and control are similar to the modern planning, organizing, leading, and controlling functions of management. Fayol's scalar chain, unity of command, and unity of direction principles also served to guide management practice. Follett brought an understanding of groups and a deep commitment to human cooperation to her writings about businesses and other organizations. Her insights about groups and human cooperation include the following: groups are mechanisms through which individuals could combine their talents for a greater good; organizations should be viewed as communities in which managers and workers work in harmony; and the manager's job is to help organization members cooperate with one another and achieve an integration of interests. Follett's work also anticipated many modern management concepts and practices, including employee ownership, profit sharing, gain-sharing, systems concepts, managerial ethics, and corporate social responsibility.

Max Weber viewed bureaucracy as an ideal, intentionally rational, and very efficient form of organization founded on principles of logic, order, and legitimate authority. The characteristics of bureaucratic organizations include the following: a clear division of labor, a clear hierarchy of authority, formal rules and procedures, impersonality, and careers based on merit. Weber believed that by designing and operating organizations as bureaucracies, productivity could be optimized.

229. What did the behavioral management (human resource) approaches contribute to management thinking?

*Suggested Answer:*

The basic assumption of the behavioral management approaches is that people are social and self-actualizing. These approaches include the Hawthorne studies, Maslow's theory of human needs, McGregor's Theory X and Theory Y, and Argyris's theory of adult personality. The key contribution of the Hawthorne studies is that people's feelings, attitudes, and relationships with co-workers influence their performance. Maslow's hierarchy of human needs suggests that managers who can help people satisfy their important needs at work will achieve productivity. Douglas McGregor, the developer of Theory X and Theory Y, argued that managers should devote more attention to people's social and self-actualizing needs at work. McGregor asserted that managers must shift their perspective from Theory X — a set of negative assumptions about human behavior — to Theory Y — a set of positive assumptions about human behavior. McGregor believed that managers who hold either set of assumptions can create self-fulfilling prophecies — that is, through their behavior they can create situations where subordinates act to confirm the managers' original expectations. Theory Y assumptions are central to contemporary ideas about employee participation, involvement, empowerment, and self-management. Argyris argued that organizations were too often structured and operated in ways that were incongruous with the needs and characteristics of the adult personality. He maintained that implementation of classical management ideas such as the bureaucratic organization and Fayol's administrative principles would create conditions for psychological failure among the workers, create dependent and passive workers, cause workers to have little sense of control over their work environments, and undermine worker performance. To have high individual and organizational performance, Argyris advocated transforming organizations so they would be compatible with the capacities and characteristics of the adult personality.

230. Assume you are a manager working in one of today's Fortune 500 Companies. Discuss how you would try to influence workers' motivation using the classical approach to management. How would you try to influence workers' motivation using the behavioral management approach to management?

*Suggested Answer:*

The students should draw on the material in their answers to the preceding two questions to address the applied issue in this question. The students should identify both the ideas they are using and how they are using them. The emphasis should be on the practical application of these ideas.

231. What is systems thinking? What is contingency thinking? Why are both types of thinking useful for managers in contemporary organizations?

*Suggested Answer:*

Systems thinking views organizations as open systems that interact with their environment in a continual process of transforming resource inputs into product outputs. Systems thinking also views the organization as a collection of interrelated parts or subsystems that must function together to achieve a common purpose. Each subsystem needs to perform its tasks well and to work well with the other subsystems.

Contingency thinking tries to match managerial responses with the problems and opportunities unique to different situations, particularly those posed by individual and

environmental differences. Contingency approaches to management assert that there is no one best way to manage. Instead, managers should understand individual and situational differences and respond to them in appropriate ways.

Systems thinking and contingency thinking recognize the realities of complex modern organizations and their interplay with dynamic and competitive global environments. Failure to embrace either systems thinking or contingency thinking undermines the effective management and leadership of organizations.