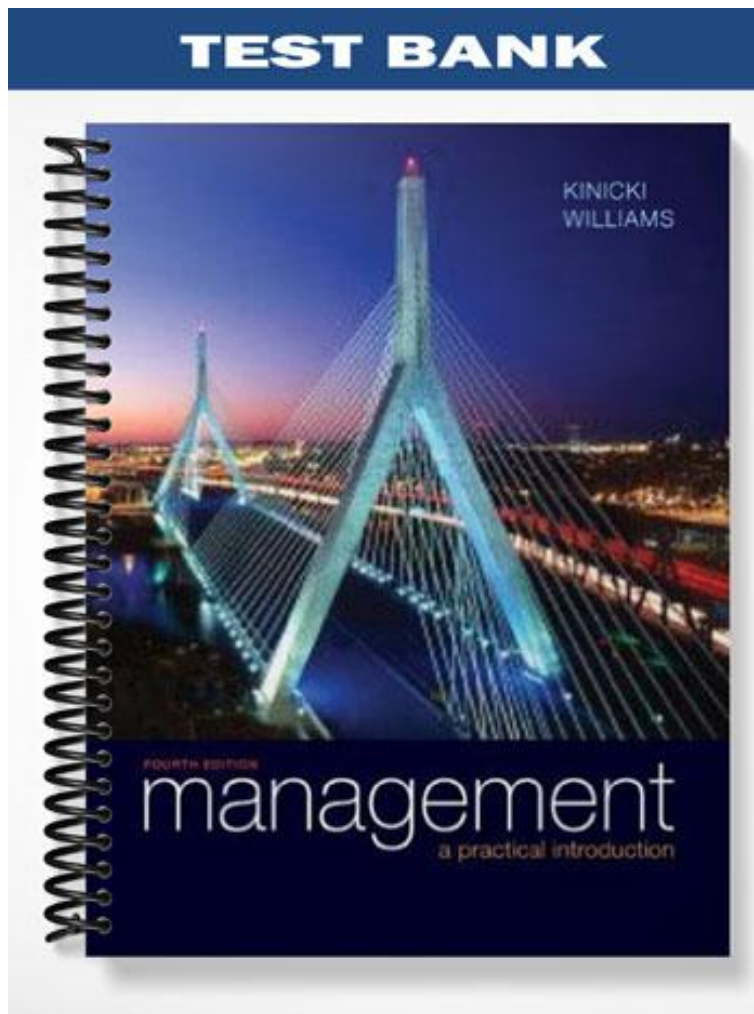


TEST BANK



KINICKI
WILLIAMS

FOURTH EDITION

management

a practical introduction

Chapter 2 Management Theory: Essential Background for the Successful Manager

Test Item Table by Major Question and Level of Learning

Major Question	Level of Learning		
	Level 1: Knowledge (Knows Basic Terms & Facts)	Level 2: Comprehension (Understands Concepts & Principles)	Level 3: Application (Applies Principles)
2.1 What's the payoff in studying different management perspectives, both yesterday's and today's?	2,3,5,8,58,59	1,4,6,7,9,56,57, 123,124	
2.2 If the name of the game is to manage work more efficiently, what can the classical viewpoint teach me?	10,12,15,16,17,60,61,62,63,64,65,66,67,68,69,70,71,72	11,13,14,18,19,20,21,22,73,74,75,76, 125	
2.3 To understand how people are motivated to achieve, what can I learn from the behavioral viewpoint?	25,27,28,29,32,33,77,78,82,84,85,86	23,24,26,30,31,34,79,80,81,87, 126	83
2.4 If the manager's job is to solve problems, how might the two quantitative approaches help?	35,88,89,92	37,90,91, 127	36,93
2.5 How can the exceptional manager be helped by the systems viewpoint?	38,39,40,94,95,96,97,98,99,100,101	41,42,43, 128	102
2.6 In the end, is there one best way to manage in all situations?	44	45,103, 129	104
2.7 Can the quality-management viewpoint offer guidelines for true managerial success?	46,47,105,106,109,110	48,49,107,108, 130	
2.8 Organizations must learn or perish. How do I build a learning organization?	50,51,52,53,54,55,111,112,116,117,118,119,120	121, 131	113,114,115,122

Note: **Bold** numbers indicate short essay questions; *italicized* numbers indicate T/F questions.

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True/False Questions

1. Management is characterized as an art and as a science.

Answer: True Page: 39 LO: 1 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Great managers, like great painters or actors, are those who have the right mix of intuition, judgment, and experience. But management is also a science.

2. Evidence-based management means translating principles based on best evidence into organizational practice.

Answer: True Page: 39 LO: 1 Difficulty: Easy AACSB: 3 BT: Knowledge

3. An attitude of commitment refers to a willingness to set aside belief and conventional wisdom and to act on the facts.

Answer: False Page: 39 LO: 1 Difficulty: Easy AACSB: 3 BT: Knowledge

4. Those who believe in evidence-based management would say there are few really new ideas.

Answer: True Page: 39 LO: 1 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Evidence-based management is based on three truths: There are few really new ideas, true is better than new, and doing well usually dominates.

5. The “historical perspective” includes systems, contingency and quality management viewpoints.

Answer: False Page: 41 LO: 1 Difficulty: Easy AACSB: 3 BT: Knowledge

6. Studying theoretical perspectives can be a source of new ideas.

Answer: True Page: 40 LO: 1 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Studying management theory provides understanding of the present, a guide to action, a source of new ideas, clues to the meaning of your managers’ decisions, and clues to the meaning of outside events.

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7. Unfortunately, studying theoretical perspectives does not provide an understanding of the present.

Answer: False Page: 40 LO: 1 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Studying management theory provides understanding of the present, a guide to action, a source of new ideas, clues to the meaning of your managers' decisions, and clues to the meaning of outside events.

8. The “classical viewpoint” on management includes the quantitative viewpoint.

Answer: False Page: 41 LO: 1 Difficulty: Easy AACSB: 3 BT: Knowledge

9. The new “spaghetti organization” is very structured.

Answer: False Page: 41 LO: 1 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: In the new “spaghetti organization there was no formal organization, no departments, no functions, no paper, no permanent desks.

10. The classical viewpoint emphasized ways to manage work more effectively.

Answer: False Page: 42 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge

11. Henri Fayol was a proponent of scientific management.

Answer: False Page: 42 LO: 2 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Two proponents of scientific management were Frederick W. Taylor and the team of Frank and Lillian Gilbreth. Administrative management was pioneered by Fayol.

12. A “therblig” is a unit of noise in the workplace.

Answer: False Page: 42 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge

13. Motion studies were developed as part of the classical viewpoint.

Answer: True Page: 43 LO: 2 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Motion studies were used by Frederick Taylor in scientific management, one of the branches of the classical management viewpoint.

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14. The scientific management viewpoint favored paying all employees the same wage.
- Answer: False Page: 43 LO: 2 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: This viewpoint favored paying all employees by a differential rate system, in which more efficient workers earned higher wages.
15. Under a differential rate system, employees are paid on the basis of seniority.
- Answer: False Page: 43 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge
16. Management science is primarily concerned with managing the total organization.
- Answer: False Page: 44 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge
17. The first person to identify the major functions of management was Henri Fayol.
- Answer: True Page: 44 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge
18. One of the problems with the classical viewpoint is that it is too unstructured.
- Answer: False Page: 45 LO: 2 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: A flaw in the classical viewpoint is that it is mechanistic: it tends to view humans as cogs within a machine, not taking into account the importance of human needs.
19. Car manufacturers have broken down automobile manufacturing into its constituent tasks. This reflects the contributions of the behavioral school of management.
- Answer: False Page: 45 LO: 2 Difficulty: Hard AACSB: 3 BT: Comprehension
Rationale: Car makers have broken down automobile manufacturing into its constituent tasks. This reflects the contributions of the school of scientific management.
20. Bureaucracy, as conceptualized by Weber, was the ideal way to structure an organization..
- Answer: True Page: 45 LO: 2 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Weber believed that bureaucracy was an ideal form of organization.

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21. It is possible to boost productivity using the classical approach to management.

Answer: True Page: 45 LO: 2 Difficulty: Hard AACSB: 3 BT: Comprehension
Rationale: The essence of the classical viewpoint was that work activity was amenable to a rational approach, that through the application of scientific methods, time and motion studies, and job specialization it was possible to boost productivity.

22. The classical approaches to management tend to view people like cogs in a machine, and tend to ignore human needs.

Answer: True Page: 45 LO: 2 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: A flaw in the classical viewpoint is that it is mechanistic: it tends to view humans as cogs within a machine, not taking into account the importance of human needs.

23. Hugo Munsterberg suggested that psychologists could contribute to the industry by studying jobs and determining which people are best suited to specific jobs.

Answer: True Page: 46 LO: 3 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Munsterberg suggested that psychologists could contribute to industry in three ways, one of which was to study jobs and determine which people are best suited to specific jobs.

24. Elton Mayo was a proponent of early behaviorism.

Answer: True Page: 46 LO: 3 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Early behaviorism was pioneered by Hugo Munsterberg, Mark Parker Follett, and Elton Mayo.

25. The behavioral viewpoint emphasized the importance of understanding human behavior and motivating employees toward achievement.

Answer: True Page: 46 LO: 3 Difficulty: Easy AACSB: 3 BT: Knowledge

26. Mary Parker Follett believed that organizations should become less democratic.

Answer: False Page: 47 LO: 3 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Follett thought organizations should become more democratic, with managers and employees working cooperatively.

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27. The idea that workers become more productive when management pays special attention to them is called the “Hawthorne Effect.”
- Answer: True Page: 47 LO: 3 Difficulty: Easy AACSB: 3 BT: Knowledge
28. The Hawthorne Studies took place in the 1960s.
- Answer: False Page: 47 LO: 3 Difficulty: Easy AACSB: 3 BT: Knowledge
29. Abraham Maslow and Douglas McGregor were theorists in the Human Relations movement.
- Answer: True Page: 48 LO: 3 Difficulty: Easy AACSB: 3 BT: Knowledge
30. A manager who considers her workers to be irresponsible, lazy, and resistant to change is a Theory X manager.
- Answer: True Page: 48 LO: 3 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Theory X represents a pessimistic, negative view of workers. In this view, workers are considered to be irresponsible, to be resistant to change, to lack ambition, to hate work, and to want to be led rather than to lead.
31. Maslow studied motivation.
- Answer: True Page: 48 LO: 3 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Maslow was one of the earliest researchers to study motivation.
32. Behavioral science focuses on effectively managing the production and delivery of an organization’s products or services.
- Answer: False Page: 49 LO: 3 Difficulty: Easy AACSB: 3 BT: Knowledge
33. The approach that relies most heavily on scientific research for developing theories about human behavior is the Management Science approach.
- Answer: False Page: 49 LO: 3 Difficulty: Easy AACSB: 3 BT: Knowledge
34. Research has shown that cooperation is superior to competition in promoting achievement and productivity.
- Answer: True Page: 49 LO: 3 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Behavioral science research found that cooperation is superior to competition in promoting achievement and productivity.

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35. The application to management of techniques such as statistics and computer simulations is known as quantitative management.
- Answer: True Page: 50 LO: 4 Difficulty: Easy AACSB: 3 BT: Knowledge
36. The idea of using mathematical formulas to determine the most profitable price for hotel rooms based on demand comes from management science.
- Answer: True Page: 50 LO: 4 Difficulty: Hard AACSB: 3 BT: Application
Rationale: Management science focuses on using mathematics to aid in problem solving and decision making such as what price to charge for a hotel room at a given time.
37. Value stream mapping, developed by Toyota, identifies the many steps in a production process and eliminates unnecessary steps.
- Answer: True Page: 51 LO: 4 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Value stream mapping was developed by Toyota Motor Corp. to identify the many steps in a production process and eliminating unnecessary ones.
38. Quality assurance is a strategy for minimizing errors by managing each state of production.
- Answer: False Page: 52 LO: 5 Difficulty: Easy AACSB: 3 BT: Knowledge
39. A set of interrelated parts that operate together to achieve a common purpose is called an environment.
- Answer: False Page: 53 LO: 5 Difficulty: Easy AACSB: 3 BT: Knowledge
40. In a closed system, an organization receives continual feedback from its environment.
- Answer: False Page: 54 LO: 5 Difficulty: Easy AACSB: 3 BT: Knowledge
41. The Apple Newton Messagepad, a PDA that did not succeed, probably failed because it was developed as an open system with inadequate feedback from consumers before launch.
- Answer: False Page: 54 LO: 5 Difficulty: Hard AACSB: 3 BT: Comprehension
Rationale: The Apple Newton Messagepad, a PDA, probably failed because it was developed as a closed system, with inadequate feedback from consumers before launch.

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42. A company that practices continuous learning, most likely can be considered an open system.

Answer: True Page: 55 LO: 5 Difficulty: Moderate AACSB: 3 BT: Conceptual
Rationale: The concept of open systems, which stresses feedback from multiple environmental factors, both inside and outside the organization, attempts to ensure a continuous learning process in order to correct old mistakes and avoid new ones.

43. Rather than relying on insiders for brand decisions, teen panels were first used at Levi Strauss and Co. in the late 1990s. This action served to change Levi's from a closed system to an open one.

Answer: True Page: 55 LO: 5 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: The concept of open systems, which stresses feedback from multiple environmental factors, both inside and outside the organization (teen panels), attempts to ensure a continuous learning process in order to correct old mistakes and avoid new ones.

44. The contingency viewpoint began to develop when managers discovered that there was one best way to manage organizations.

Answer: False Page: 56 LO: 6 Difficulty: Easy AACSB: 3 BT: Knowledge

45. Being "mindful" can be characterized as consciously adapting to what is going on.

Answer: True Page: 57 LO: 6 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Developing mindfulness means consciously adapting.

46. Quality assurance focuses on the performance of workers, urging employees to strive for "zero defects."

Answer: True Page: 52, 58 LO: 7 Difficulty: Easy AACSB: 3 BT: Knowledge

47. Quality refers to the total ability of a product or service to meet customer needs.

Answer: True Page: 58 LO: 7 Difficulty: Easy AACSB: 3 BT: Knowledge

48. Deming and Juran were part of the quality-management movement.

Answer: True Page: 59 LO: 7 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: From the work of Deming and Juran has come the strategic commitment to quality known as total quality management.

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49. TQM is initiated by lower level managers and affects top management last.

Answer: False Page: 59 LO: 7 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Total quality management (TQM) is a comprehensive approach—led by top management and supported throughout the organization—dedicated to continuous quality improvement, training, and customer satisfaction.

50. An organization that actively creates, acquires, and transfers knowledge within itself and is able to modify itself to reflect new knowledge is called a research center.

Answer: False Page: 60 LO: 8 Difficulty: Easy AACSB: 3 BT: Knowledge

51. A knowledge worker is someone whose occupation is principally concerned with generating or interpreting information.

Answer: True Page: 61 LO: 8 Difficulty: Easy AACSB: 3 BT: Knowledge

52. The virtual organization is an organization whose members are geographically apart.

Answer: True Page: 61 LO: 8 Difficulty: Easy AACSB: 3 BT: Knowledge

53. A boundaryless organization is a fluid, highly adaptive organization whose members, linked by information technology, come together to collaborate on common tasks; the collaborators may include competitors, suppliers, and customers.

Answer: True Page: 61 LO: 8 Difficulty: Easy AACSB: 3 BT: Knowledge

54. Social capital is the economic or productive potential of employee knowledge, experience, and actions.

Answer: False Page: 61 LO: 8 Difficulty: Easy AACSB: 3 BT: Knowledge

55. Human capital is the economic or productive potential of strong, trusting, and cooperative relationships.

Answer: False Page: 61 LO: 8 Difficulty: Easy AACSB: 3 BT: Knowledge

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Multiple Choice Questions

56. The scientific method consists of
- A) trial and error.
 - B) intuition.
 - C) observation, theorizing, predicting, and testing.
 - D) luck.
 - E) wits and alertness.

Answer: C Page: 39 LO: 1 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: The scientific method is a logical process, embodying four steps: (1) You observe events and gather facts. (2) You pose a possible solution or explanation based on those facts. (3) You make a prediction of future events. (4) You test the prediction under systematic conditions.

57. Which of the following is a good reason for studying theoretical perspectives?
- A) provides an understanding of the past
 - B) correctly guides the writing of a mission statement
 - C) provides clues to the meaning of outside events
 - D) helps to nullify logic
 - E) acts as an encyclopedia of solutions

Answer: C Page: 40 LO: 1 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Studying management theory provides understanding of the present, a guide to action, a source of new ideas, clues to the meaning of your managers' decisions, and clues to the meaning of outside events.

58. The classical viewpoint is part of the _____ perspective.
- A) behavioral
 - B) historical
 - C) administrative
 - D) quality
 - E) contingency

Answer: B Page: 41 LO: 1 Difficulty: Easy AACSB: 3 BT: Knowledge

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59. The contemporary perspective includes which of the following perspectives?
- A) behavioral
 - B) quantitative
 - C) contingency
 - D) classical
 - E) All of the above are part of the contemporary perspective

Answer: C Page: 41 LO: 1 Difficulty: Easy AACSB: 3 BT: Knowledge

60. The viewpoint that emphasizes ways to manage work more efficiently is the _____ approach.
- A) behavioral
 - B) quantitative
 - C) TQM
 - D) classical
 - E) rational

Answer: D Page: 42 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge

61. _____ was concerned with managing the total organization and was studied by Fayol and Weber.
- A) Administrative management
 - B) Scientific management
 - C) Contemporary management
 - D) Custom management
 - E) Management science

Answer: A Page: 43 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge

62. Fredrick Winslow Taylor and the Gilbreths were proponents of which of the following?
- A) scientific management and administrative management, respectively
 - B) scientific management and human relations management, respectively
 - C) human relations
 - D) management science
 - E) scientific management

Answer: E Page: 42 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge

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63. One of the 17 basic motions identified by Frank and Lillian Gilbreth is called a
- A) Gilbreth.
 - B) therblig.
 - C) TQM.
 - D) work unit.
 - E) seventeenth.

Answer: B Page: 42 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge

64. The core emphasis of classical management theories is on the belief that
- A) money is unlimited.
 - B) people are irrational.
 - C) people will take on responsibility if it is offered to them.
 - D) managers are rational, but workers are not.
 - E) work can be managed efficiently.

Answer: E Page: 42 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge

65. Frederick W. Taylor is important to management history because he
- A) pioneered motion studies.
 - B) developed therbligs.
 - C) identified the major functions of management.
 - D) developed ideas that would later lead to the field of industrial psychology.
 - E) anticipated the concept of “self-managed teams.”

Answer: A Page: 44 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge

66. Which of these viewpoints emphasized ways to manage work more efficiently?
- A) behavioral viewpoint
 - B) quantitative viewpoint
 - C) management science viewpoint
 - D) classical viewpoint
 - E) qualitative viewpoint

Answer: D Page: 43 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge

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67. Which of these viewpoints emphasized the importance of understanding human behavior and motivating and encouraging employees toward achievement?
- A) classical viewpoint
 - B) behavioral viewpoint
 - C) quantitative viewpoint
 - D) management science viewpoint
 - E) qualitative viewpoint

Answer: B Page: 43 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge

68. _____ focuses on managing the production and delivery of an organization's products or services more efficiently.
- A) Scientific management
 - B) Behavioral science approach
 - C) Human relations management
 - D) Operations management
 - E) Administrative management

Answer: D Page: 43 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge

69. _____ emphasizes the scientific study of work methods to improve productivity of individual workers.
- A) Scientific management
 - B) Behavioral science approach
 - C) Management science
 - D) Operations management
 - E) Administrative management

Answer: A Page: 43 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge

70. Which of these viewpoints focuses on using mathematics to aid in problem solving and decision making?
- A) scientific management
 - B) behavioral science approach
 - C) management science
 - D) operations management
 - E) administrative management

Answer: C Page: 43 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge

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71. Taylor called the tendency for people to deliberately work at less than full capacity
- A) loafing.
 - B) underachieving.
 - C) underperforming.
 - D) therbliging.
 - E) soldiering.

Answer: E Page: 42-43 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge

72. The approach that is concerned with managing the total organization is called
- A) scientific management.
 - B) human relations.
 - C) administrative management.
 - D) contingency theory.
 - E) systems approach.

Answer: C Page: 43 LO: 2 Difficulty: Easy AACSB: 3 BT: Knowledge

73. Of the following, which is one of the functions of management described by Fayol?
- A) coordinating
 - B) arbitrating
 - C) collaborating
 - D) tasking
 - E) All of the above were part of Fayol's system.

Answer: A Page: 44 LO: 2 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Fayol was the first to identify the major functions of management—planning, organizing, leading, and controlling, as well as coordinating.

74. Which of the following was a positive feature of bureaucracy, according to Max Weber?
- A) managers and workers working side-by-side
 - B) impersonality
 - C) loosely-defined hierarchy of authority
 - D) hiring and promotion based on social status
 - E) informal rules and procedures

Answer: B Page: 45 LO: 2 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Weber felt that a better-performing organization should have five positive bureaucratic features including impersonality.

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75. Which of the following most closely represents the management viewpoint that McDonald's follows in its stores?
- A) classical viewpoint
 - B) behavioral viewpoint
 - C) mathematical viewpoint
 - D) management science viewpoint
 - E) systems viewpoint

Answer: A Page: 45 LO: 2 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Classical concepts such as job specialization are still used by McDonald's.

76. The most important problem with the classical approach is that it
- A) overemphasizes human needs.
 - B) is too complicated.
 - C) doesn't improve productivity.
 - D) views humans as cogs in a machine.
 - E) is rational.

Answer: D Page: 45 LO: 2 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: A flaw in the classical viewpoint is that it is mechanistic: it tends to view humans as cogs within a machine, not taking into account the importance of human needs.

77. Which of the following is one of the phases in the development of the behavioral viewpoint?
- A) human resource management
 - B) human relations
 - C) operations management
 - D) administrative theory
 - E) operations research

Answer: B Page: 46 LO: 3 Difficulty: Easy AACSB: 3 BT: Knowledge

78. The person who is called "the father of industrial psychology" was
- A) Mark Parker Follett.
 - B) Max Weber.
 - C) Elton Mayo.
 - D) Hugo Munsterberg.
 - E) Frederick Taylor.

Answer: D Page: 46 LO: 3 Difficulty: Easy AACSB: 3 BT: Knowledge

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79. The idea that organizations should be managed as communities with managers and subordinates working together in harmony was developed by
- A) Frederick Taylor.
 - B) the Gilbreths.
 - C) Max Weber.
 - D) Henry Fayol.
 - E) Mary Parker Follet.

Answer: E Page: 47 LO: 3 Difficulty: Moderate AACSB: 3 BT: Comprehension

Rationale: Mary Parker Follet believed that organizations should be operated as “communities,” with managers and subordinates working together in harmony.

80. Among the recommendations of Mary Parker Follett was
- A) integration should occur in organizations when conflicts arose.
 - B) managers and workers should work competitively.
 - C) managers should be order-givers, and employees should be order-takers.
 - D) motion studies should be made of every job.
 - E) supervisors should control the work process completely.

Answer: A Page: 47 LO: 3 Difficulty: Moderate AACSB: 3 BT: Comprehension

Rationale: One of Mary Parker Follett’s important contributions to management theory was that conflicts should be resolved by having managers and workers talk over differences and find solutions that would satisfy both parties—a process she called integration.

81. The idea that management should pay more attention to employees came out of
- A) Frederick Taylor's Scientific Management.
 - B) Fayol's Administrative Management.
 - C) the Hawthorne studies.
 - D) operations research.
 - E) Theory Y.

Answer: C Page: 47 LO: 3 Difficulty: Moderate AACSB: 3 BT: Comprehension

Rationale: The Hawthorne effect (from the Hawthorne studies) found that employees worked harder if they received added attention, if they thought that managers cared about their welfare, and that supervisors paid special attention to them.

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82. The theory of the hierarchy of human needs was developed by
- A) Maslow.
 - B) Mayo.
 - C) McGregor.
 - D) Taylor.
 - E) Fayol.

Answer: A Page: 48 LO: 3 Difficulty: Easy AACSB: 3 BT: Knowledge

83. When Carlos noticed that he was hungry, he stopped working, got up, fixed himself a sandwich, and ate it in the company of his wife, who happened to be in the kitchen at the time. According to Maslow, the motivation for Carlos's behavior arose from which one of the following needs?
- A) physiological
 - B) psychological
 - C) security
 - D) social
 - E) self-fulfillment

Answer: A Page: 48 LO: 3 Difficulty: Hard AACSB: 3 BT: Application
Rationale: Maslow proposed the hierarchy of human needs: physiological, safety, love, esteem, and self-actualization. The only one of these listed as a choice in the question is physiological, or the need for food, shelter, etc.

84. The idea that workers are capable of accepting responsibility and working in a self-directed manner is representative of
- A) Theory X.
 - B) Theory Y.
 - C) Theory Z.
 - D) hierarchy of needs.
 - E) self-fulfilling prophecy.

Answer: B Page: 49 LO: 3 Difficulty: Easy AACSB: 3 BT: Knowledge

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85. The idea that if a manager expects a subordinate to act in a certain way, the worker may, in fact, very well act that way, thereby confirming the manager's expectations, is called
- A) self-esteem.
 - B) self-fulfillment.
 - C) self-fulfilling prophecy.
 - D) the hierarchy of needs.
 - E) the Hawthorne effect.

Answer: C Page: 49 LO: 3 Difficulty: Easy AACSB: 3 BT: Knowledge

86. Behavioral science relies on _____ for developing theories about human behavior that can help managers.
- A) intuition
 - B) scientific research
 - C) simulations
 - D) anecdotes
 - E) trial and error

Answer: B Page: 49 LO: 3 Difficulty: Easy AACSB: 3 BT: Knowledge

87. Which of the following is a discipline that is part of behavioral science?
- A) psychology
 - B) biology
 - C) computer science
 - D) chemistry
 - E) engineering

Answer: A Page: 49 LO: 3 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: The disciplines of behavioral science include psychology, sociology, anthropology, and economics, all of which consider human behavior.

88. _____ is a category of historical management perspectives requiring the application to management of techniques such as statistics and computer simulations.
- A) The classical viewpoint
 - B) The behavioral viewpoint
 - C) The managerial viewpoint
 - D) The qualitative viewpoint
 - E) The quantitative viewpoint

Answer: E Page: 50 LO: 4 Difficulty: Easy AACSB: 3 BT: Knowledge

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89. _____ focuses on using mathematics to aid in problem solving and decision making.
- A) Scientific management
 - B) Behavioral science
 - C) Management science
 - D) TQM
 - E) Administrative management

Answer: C Page: 50 LO: 4 Difficulty: Easy AACSB: 3 BT: Knowledge

90. Operations research techniques have evolved into
- A) scientific management.
 - B) behavioral science.
 - C) quantitative methods.
 - D) TQM.
 - E) administrative management.

Answer: C Page: 50 LO: 4 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: OR techniques were fairly specific applications of quantitative methods. Over time, the application of those methods to management problems was broadened.

91. To decide how many package sorters to schedule and at which times UPS and FedEx probably use the tools of
- A) scientific management.
 - B) management science.
 - C) selective management.
 - D) the Hawthorne tools.
 - E) TQM.

Answer: B Page: 50 LO: 4 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Management science focuses on using mathematics to aid in problem solving and decision making and is likely what UPS and FedEx use to decide how many package sorters to schedule and at which times.

92. _____ focuses on managing the production and delivery of an organization's products or services more effectively.
- A) Operations management
 - B) Operations research
 - C) Management science
 - D) Scientific management
 - E) Administrative management

Answer: A Page: 51 LO: 4 Difficulty: Easy AACSB: 3 BT: Knowledge

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93. Raj is the nurse in charge of managing the supplies and other inventory for his wing of the hospital. He uses a(n) _____ program to be sure that the hospital can rely on always having the correct supplies and level of inventory on hand. This allows the hospital to be both efficient and effective.
- A) operations research
 - B) contingency
 - C) quality management
 - D) operations management
 - E) qualitative

Answer: D Page: 51 LO: 4 Difficulty: Hard AACSB: 3 BT: Application
Rationale: Operations management focuses on managing the production and delivery of an organization's products or services more effectively and efficiently. Raj was using the operations management to keep track of the hospital inventory.

94. The _____ viewpoint sees organizations as entities with inputs, outputs, transformation processes, and feedback.
- A) contingency
 - B) quality management
 - C) operations management
 - D) systems
 - E) open loop

Answer: D Page: 52 LO: 5 Difficulty: Easy AACSB: 3 BT: Knowledge

95. The _____ viewpoint emphasizes that a manager's actions should vary according to the situation.
- A) contingency
 - B) quality management
 - C) operations management
 - D) systems
 - E) open loop

Answer: A Page: 52 LO: 5 Difficulty: Easy AACSB: 3 BT: Knowledge

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96. _____ focuses on the performance of workers, urging employees to strive for “zero defects”.
- A) Quantity control
 - B) Behavioral control
 - C) Scientific management
 - D) Systems control
 - E) Quality assurance

Answer: E Page: 52 LO: 5 Difficulty: Easy AACSB: 3 BT: Knowledge

97. Which viewpoint focuses on minimizing errors and defects by managing each state of production?
- A) contingency
 - B) quality management
 - C) systems
 - D) operations management
 - E) lean production

Answer: B Page: 52 LO: 5 Difficulty: Easy AACSB: 3 BT: Knowledge

98. A(n) _____ is a set of interrelated parts operating together to achieve a common purpose.
- A) environment
 - B) contingency
 - C) system
 - D) TQM
 - E) therblig

Answer: C Page: 53 LO: 5 Difficulty: Easy AACSB: 3 BT: Knowledge

99. A(n) _____ continually interacts with its environment.
- A) closed system
 - B) open system
 - C) neutral system
 - D) porous system
 - E) subsystem

Answer: B Page: 54 LO: 5 Difficulty: Easy AACSB: 3 BT: Knowledge

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100. A(n) _____ has little interaction with its environment.
- A) closed system
 - B) open system
 - C) neutral system
 - D) porous system
 - E) subsystem

Answer: A Page: 54 LO: 5 Difficulty: Easy AACSB: 3 BT: Knowledge

101. The Colgate toothpaste that Colgate-Palmolive manufactures is an example of a(n) _____ of its manufacturing system.
- A) input
 - B) transformational process
 - C) output
 - D) feedback loop
 - E) byproduct

Answer: C Page: 53 LO: 5 Difficulty: Moderate AACSB: 3 BT: Application
Rationale: Outputs are the products (such as Colgate toothpaste), services, profits, losses, employee satisfaction or discontent, and the like that are produced by the organization.

102. The plant manager who oversees the manufacture of Cheerios cereal is part of the _____ of the manufacturing system.
- A) inputs
 - B) transformation processes
 - C) outputs
 - D) feedback
 - E) organizational processes

Answer: B Page: 53 LO: 5 Difficulty: Moderate AACSB: 3 BT: Application
Rationale: Transformation processes are the organization's capabilities in management (the plant manager) and technology that are applied to converting inputs into outputs. The main activity of the organization is to transform inputs into outputs.

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103. “Mindlessness” is characterized by which of the following attributes?
- A) acting from multiple perspectives
 - B) automatic behavior
 - C) engaging in new categories
 - D) active engagement
 - E) considering new ideas

Answer: B Page: 57 LO: 6 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Mindlessness is characterized by three attributes: (1) entrapment in old categories, (2) automatic behavior, and (3) acting from a single perspective.

104. Which of the following approaches is the best example of a manager using the contingency viewpoint?
- A) simplifying the steps of the work process
 - B) using motivational techniques to boost worker productivity
 - C) assessing the particular situation and deciding what to do
 - D) performing a motion study
 - E) purchasing new technology to improve efficiency

Answer: C Page: 57 LO: 6 Difficulty: Moderate AACSB: 3 BT: Application
Rationale: The contingency viewpoint emphasizes that a manager’s approach should vary according to—that is, be contingent on—the individual and the environmental situation. Thus, the manager that assesses a particular situation and decides what to do is using a contingency viewpoint.

105. The strategy for minimizing errors by managing each stage of production is called
- A) zero defects.
 - B) quality control.
 - C) TQM.
 - D) six sigma.
 - E) lean manufacturing.

Answer: B Page: 58 LO: 7 Difficulty: Easy AACSB: 3 BT: Knowledge

106. _____ focuses on the performance of workers, urging employees to strive for “zero defects”.
- A) Quality control
 - B) Quality assurance
 - C) Total quality management
 - D) Continuous improvement
 - E) Reengineering

Answer: B Page: 58 LO: 7 Difficulty: Easy AACSB: 3 BT: Knowledge

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107. Deming believed that quality stems from
- A) steady focus on the organization's mission.
 - B) the Hawthorne effect.
 - C) a self-fulfilling prophecy.
 - D) Theory X management.
 - E) operations research.

Answer: A Page: 59 LO: 7 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Deming believed that quality stemmed from “constancy of purpose”—steady focus on an organization’s mission—along with statistical measurement and reduction of variations in production processes.

108. Deming proposed that when something goes wrong, chances are _____ that the system is at fault, and _____ that the individual worker is at fault.
- A) 15%, 85%
 - B) 35%, 65%
 - C) 50%, 50%
 - D) 65%, 35%
 - E) 85%, 15%

Answer: E Page: 59 LO: 7 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: Deming proposed his so-called 85-15 rule—namely, when things go wrong, there is an 85% chance that the system is at fault, only a 15% chance that the individual worker is at fault.

109. The comprehensive approach to continuous quality improvement, training, and customer satisfaction is known as
- A) quality assurance.
 - B) quality control.
 - C) total quality management.
 - D) reengineering.
 - E) operations management.

Answer: C Page: 59 LO: 7 Difficulty: Easy AACSB: 3 BT: Knowledge

110. TQM is led by
- A) top managers.
 - B) middle managers.
 - C) lower-level managers.
 - D) general managers.
 - E) functional managers.

Answer: A Page: 59 LO: 7 Difficulty: Easy AACSB: 3 BT: Knowledge

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111. Organizations that actively create, acquire, and transfer knowledge within themselves and are able to modify their behavior to reflect this new knowledge are called _____ organizations.
- A) TQM
 - B) learning
 - C) Theory X
 - D) Theory Y
 - E) teaching

Answer: B Page: 60 LO: 8 Difficulty: Easy AACSB: 3 BT: Knowledge

112. The term “learning organization” was coined by
- A) Deming.
 - B) Juran.
 - C) Maslow.
 - D) Senge.
 - E) Mayo.

Answer: D Page: 60 LO: 8 Difficulty: Easy AACSB: 3 BT: Knowledge

113. Alvin, a manager for ABC, Inc., subscribes to a large number of business and trade journals. He shares information he thinks is relevant with others at ABC. Alvin is behaving as if he is in a _____ organization.
- A) Theory X
 - B) Theory Y
 - C) bureaucratic
 - D) learning
 - E) teaching

Answer: D Page: 60 LO: 8 Difficulty: Hard AACSB: 3 BT: Application
Rationale: A learning organization is an organization that actively creates, acquires, and transfers knowledge within itself and is able to modify its behavior to reflect new knowledge. Alvin is actively working at transferring knowledge throughout the organization, one of the attributes of learning organizations.

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114. Marilyn works for a small, private, mid-western university as a budget manager. She has just been to a leadership conference where she learned new tools that she thinks will benefit her staff. On the plane home Marilyn began planning how she would encourage employees to use this new knowledge to modify their behavior to help her department reach its goals. Based on this information, which of the following is the best description of the type of organization for which Marilyn works?
- A) a bureaucratic organization
 - B) an organization that believes in Theory X
 - C) an organization that practices Theory Z
 - D) a purposeful organization
 - E) a learning organization

Answer: E Page: 60 LO: 8 Difficulty: Hard AACSB: 3 BT: Application

Rationale: A learning organization is an organization that actively creates, acquires, and transfers knowledge within itself and is able to modify its behavior to reflect new knowledge. Marilyn has actively acquired new knowledge and hopes to transfer this to her staff so they can modify their behavior and that of the organization, attributes of a learning organization.

115. Scott works for an organization that describes itself as a “learning organization.” As a manager, which of the following actions is Scott most likely to take while working for this organization?
- A) When Scott needs a new member of his staff, he deliberately looks for someone with new talent and expertise.
 - B) Scott likes to promote from within because those folks know how “it has always been done.”
 - C) Scott puts all of his time into running his part of the organization, so he never gets around to reading the trade journals that are piling up on his desk.
 - D) Scott thinks of knowledge as power and uses it to obtain resources for himself and his department.
 - E) Thankfully, Scott believes, his employees don’t need training and development since they are already familiar with the ropes. He realizes this would be a large cost to the organization.

Answer: A Page: 60 LO: 8 Difficulty: Hard AACSB: 3 BT: Knowledge

Rationale: A learning organization is an organization that actively creates, acquires, and transfers knowledge within itself and is able to modify its behavior to reflect new knowledge. One of the ways to create and acquire knowledge is to hire new talent and expertise when needed.

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116. Which of these is defined as an organization whose members are geographically apart, usually working with e-mails, collaborative computing, and other computer connections?
- A) technological organization
 - B) global organization
 - C) virtual organization
 - D) boundaryless organization
 - E) telecom organization

Answer: C Page: 61 LO: 8 Difficulty: Easy AACSB: 3 BT: Knowledge

117. A _____ is defined as a fluid, highly adaptive organization whose members, linked by information technology, come together to collaborate on common tasks.
- A) technological organization
 - B) wireless organization
 - C) virtual organization
 - D) boundaryless organization
 - E) communication organization

Answer: D Page: 61 LO: 8 Difficulty: Easy AACSB: 3 BT: Knowledge

118. A(n) _____ worker is someone whose occupation is principally concerned with generating or interpreting information.
- A) knowledge
 - B) information
 - C) data
 - D) research
 - E) facts-based

Answer: A Page: 61 LO: 8 Difficulty: Easy AACSB: 3 BT: Knowledge

119. _____ capital is the economic or productive potential of strong, trusting, and cooperative relationships.
- A) Human
 - B) Social
 - C) Labor
 - D) Physical
 - E) Financial

Answer: B Page: 61 LO: 8 Difficulty: Easy AACSB: 3 BT: Knowledge

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120. _____ is the economic or productive potential of employee knowledge, experience, and actions.
- A) Human capital
 - B) Social capital
 - C) Financial capital
 - D) Economic capital
 - E) Knowledge capital

Answer: A Page: 61 LO: 8 Difficulty: Easy AACSB: 3 BT: Knowledge

121. To create a learning organization, managers must perform three key functions or roles: build a commitment to learning, work to generate ideas with impact, and
- A) work to create chaos to generate new ideas.
 - B) heighten conflict to implement new ideas.
 - C) work to generalize ideas with impact.
 - D) minimize self-stress to project a positive image.
 - E) be nice to employees.

Answer: C Page: 62 LO: 8 Difficulty: Moderate AACSB: 3 BT: Comprehension
Rationale: To create a learning organization, managers must perform three key functions or roles: (1) build a commitment to learning, (2) work to generate ideas with impact, and (3) work to generalize ideas with impact.

122. Maria recently read a trade article about creating a learning organization. She thought it was exactly the type of organization she wanted to lead. As CEO of ABC Company she then held a meeting with her direct reports and most likely asked them to do which one of the following things that would best help her in creating the learning organization she aspired to lead?
- A) create chaos to support new-idea generation
 - B) encourage heated debates on every proposed idea
 - C) encourage staff not to invest in ABC company so that “all of their eggs are not in one basket.”
 - D) restrict training to save expenses and improve the balance sheet
 - E) create a psychologically safe environment

Answer: E Page: 62 LO: 8 Difficulty: Hard AACSB: 3 BT: Application
Rationale: To create a learning organization, managers must perform three key functions or roles: (1) build a commitment to learning, (2) work to generate ideas with impact, and (3) work to generalize ideas with impact. To generalize ideas with impact the staff can create a psychologically safe and comforting environment that increases the sharing of successes, failures, and best practices.

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Essay Questions

123. How is management both an “art” and a “science?”

Page: 39 LO: 1 Difficulty: Moderate AACSB: 3 BT: Comprehension

Answer:

Intuition, judgment and experience are part of the successful mix of effective management. These factors are more “art” than science. However, management also observes and gathers facts, makes decisions based on the facts, makes predictions of future events, and tests the prediction under system conditions. These are part of the “science” of management.

124. Why should we study different theoretical perspectives about management? Give four reasons.

Page: 41 LO: 1 Difficulty: Moderate AACSB: 3 BT: Comprehension

Answer:

There are five good reasons for studying theoretical perspectives. The student may give any four of the following: (1) understanding of the present, (2) guide to action, (3) source of new ideas, (4) clues to meaning of your managers’ decisions, (5) clues to meaning of outside events.

125. Explain the basic assumption(s) underlying the classical viewpoints. Describe the two major approaches within this viewpoint.

Page: 42 LO: 2 Difficulty: Moderate AACSB: 3 BT: Comprehension

Answer:

The classical view is based on the assumption that people are rational. The two major approaches are the scientific management approach and the administrative approach.

Scientific management emphasized the scientific study of work methods to improve the productivity of individual workers. Two of its chief proponents were Frederick W. Taylor and the team of Frank and Lillian Gilbreth.

Administrative management is concerned with managing the total organization. Among the pioneering theorists were Henri Fayol, who identified the major functions of management, and Max Weber, who advocated five positive bureaucratic features.

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126. Explain the ideas emphasized by the behavioral viewpoint. List the three phases of development of the behavioral viewpoint and discuss the major contributions of the pioneers in the first two phases.

Page: 46-49 LO: 3 Difficulty: Hard AACSB: 3 BT: Comprehension

Answer:

The behavioral viewpoint emphasized the importance of understanding human behavior and of motivating employees toward achievement. The three phases include the early behaviorists, the human relations movement, and behavioral science.

The three people who pioneered behavioral theory were Hugo Munsterberg, Mary Parker Follett, and Elton Mayo. Hugo Munsterberg was the first to apply psychology to industry and is called “the father of industrial psychology.” Mary Parker Follett believed that organizations should become more democratic, with managers and employees working cooperatives. She anticipated some of today’s concepts of “self-managed teams,” “worker empowerment,” and “interdepartmental teams.” Elton Mayo conducted the Hawthorne studies, which demonstrated the Hawthorne effect—that employees worked harder if they received added attention, if they thought that managers cared about their welfare and that supervisors paid special attention to them.

The two theorists who contributed most to the human relations movement—which proposed that better human relations could increase worker productivity—were Abraham Maslow and Douglas McGregor. Abraham Maslow developed the Hierarchy of Needs in his research to study motivation. Douglas McGregor developed Theory X versus Theory Y to explain managers’ attitudes toward employees.

127. Explain the emphasis of the quantitative viewpoint. Describe the two major approaches to this viewpoint.

Page: 50-51 LO: 4 Difficulty: Moderate AACSB: 3 BT: Comprehension

Answer:

The quantitative viewpoint emphasizes that mathematically-based techniques can help managers be more effective. The two approaches of quantitative management are management science and operations management. Management science focuses on using mathematics to aid in problem solving and decision making. Operations management focuses on managing the production and delivery of an organization’s products or services more effectively.

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128. Describe the systems viewpoint and explain how a manager would use this viewpoint.

Page: 53 LO: 5 Difficulty: Moderate AACSB: 3 BT: Comprehension

Answer:

The systems viewpoint sees organizations as a system, either open or closed, with inputs, outputs, transformation processes, and feedback. A manager encountering a problem would use the systems approach by analyzing the input into the problem situation, the process going on in the problem situation, the outputs of the process, and examine feedback about the effectiveness of the system.

129. Why is the contingency viewpoint important?

Page: 57 LO: 6 Difficulty: Moderate AACSB: 3 BT: Comprehension

Answer:

The contingency viewpoint is important because it seems to be the most practical of the viewpoints. It addresses problems on a case-by-case basis and varies the solution accordingly.

130. Explain what the quality-management viewpoint is. Identify and define the three major approaches to quality.

Page: 58 LO: 7 Difficulty: Moderate AACSB: 3 BT: Comprehension

Answer:

The quality perspective is dedicated to continuous quality improvement, training, and customer satisfaction. The three major approaches are quality control (minimizing errors by managing each stage of production), quality assurance (urging employees to strive for zero defects), and TQM (a comprehensive approach, led by top management and supported throughout the organization).

131. What is a learning organization? What competitive advantage do learning organizations hold?

Page: 60 LO: 8 Difficulty: Moderate AACSB: 3 BT: Comprehension

Answer:

A learning organization is one that actively creates, acquires, and transfers knowledge within itself and is able to modify its behavior to reflect new knowledge. Learning organizations can adapt more quickly to changing conditions in the environment, and bring the knowledge and experience of a wide range of employees to bear on new problems.