

TEST BANK



TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

- 1) The scientific management approach to management emphasizes the "one best way" to perform a task. 1) _____
Answer: True False
- 2) The classical approach to management was the product of the first concentrated effort to develop a body of management thought. 2) _____
Answer: True False
- 3) The classical approach to management can be divided into a lower-level analysis and an upper-level analysis. 3) _____
Answer: True False
- 4) The lower-level analysis portion of the classical approach concerns the management function as a whole. 4) _____
Answer: True False
- 5) Frank Gilbreth is known as "the father of scientific management." 5) _____
Answer: True False
- 6) The primary goal of Frederick Taylor was to increase worker efficiency by scientifically designing jobs. 6) _____
Answer: True False
- 7) Frederick Taylor modified the job of employees whose sole responsibility was shoveling materials at Bethlehem Steel Company. 7) _____
Answer: True False
- 8) The primary investigative tool used in the Gilbreths' research was motion study. 8) _____
Answer: True False
- 9) Henry Gantt developed the scheduling tool most commonly used by modern managers. 9) _____
Answer: True False
- 10) Taylor was more aware of the human side of production than either Gantt or the Gilbreths. 10) _____
Answer: True False
- 11) Gantt pioneered a piece-rate system under which workers were paid according to the amount they produced. 11) _____
Answer: True False
- 12) Gantt's favored compensation system incorporated a piece-rate system and a bonus system. 12) _____
Answer: True False
- 13) The comprehensive analysis of management is an expansion on scientific management. 13) _____
Answer: True False
- 14) Scientific management theories are concerned with the entire range of managerial performance. 14) _____
Answer: True False

15)

Fayol's 15) general principles of management emphasize three areas: organizational efficiency, the handling of people, and appropriate management action.

Answer: True False

16) A common criticism of the classical approach is that it does NOT adequately emphasize human variables. 16) _____

Answer: True False

17) Douglas McGregor emphasized a management philosophy built upon the views that people can be self-directed and accept responsibility. 17) _____

Answer: True False

18) The Hawthorne Studies demonstrated the direct relationship between workplace lighting and worker productivity. 18) _____

Answer: True False

19) The Hawthorne Studies were named after the main researchers responsible for the study. 19) _____

Answer: True False

20) The bank wiring observation room experiment portion of the Hawthorne studies had a scientific management orientation. 20) _____

Answer: True False

21) The behavioral approach to management emphasizes increasing production through an understanding of people. 21) _____

Answer: True False

22) The human relations movement is a people-oriented approach to management in which the interaction of people in organizations is studied to judge its impact on organizational success. 22) _____

Answer: True False

23)

The management science approach to management emphasizes increasing production through an understanding of people.

Answer: True False

24) The management science approach emphasizes the use of the scientific method and mathematical techniques to solve operational problems. 24) _____

Answer: True False

25) Management science techniques are normally applied to management problems that are fairly simple and straightforward. 25) _____

Answer: True False

26) The management science approach began during the Korean War. 26) _____

Answer: True False

27) Contingency management is similar to scientific management in that both are based on the premise that there is one "best way" to solve management problems. 27) _____

Answer: True False

28) The basic challenge of the contingency management approach is the ability to choose the management tactics that are best suited to the situation. 28) _____

Answer: True False

29) In order to successfully utilize contingency management concepts and tactics, managers must first consider the realities of the specific organizational circumstances they face. 29) _____

Answer: True False

30) A number of interdependent parts functioning independently of each other are a system. 30) _____

Answer: True False

31) An open system is one that is influenced by and continually interacting with its environment. 31) _____

Answer: True False

32) Today's modern organization can be considered a closed system. 32) _____

Answer: True False

- 33) The management system is a closed system. 33) _____
Answer: True False
- 34) Suppliers have very little if any influence on the management system. 34) _____
Answer: True False
- 35) The information used to discuss the management system is generally derived from the classical, behavioral, and management science schools of thought. 35) _____
Answer: True False
- 36) An organization that does well in creating, acquiring, and transferring knowledge, and in modifying behavior to reflect new knowledge represents the traditional management paradigm. 36) _____
Answer: True False
- 37) The only factors involved in building a learning organization are to challenge mental models, team learning, and personal mastery. 37) _____
Answer: True False

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 38) The first concentrated effort to develop a body of management thought was: 38) _____
A) the behavioral approach
B) the classical approach
C) the Taylor approach
D) administrative management
E) systems approach
Answer: B
- 39) Which approach to management emphasizes organizational efficiency to increase organizational success? 39) _____
A) systems approach
B) management science approach
C) the quality approach
D) classical approach
E) behavioral approach
Answer: D
- 40) The classical approach to management can be broken down into: 40) _____
A) Grant analysis and scientific management
B) lower-level management analysis and comprehensive analysis
C) lower-level management analysis and top-level management analysis
D) three distinct areas: lower-level analysis, middle-level analysis, and top-level analysis
E) beginning and advanced management analysis
Answer: B
- 41) Which of the following researchers would NOT be considered a major contributor to the classical approach to management? 41) _____
A) Abraham Maslow
B) Henry Fayol
C) Lillian Gilbreth
D) Frederick Taylor
E) Frank Gilbreth

Answer: A

- 42) Scientific management can be broken down into two distinct areas. Which of the following researchers would NOT be considered a major contributor to the lower-level management analysis area of scientific management? 42) _____
- A) Frank Gilbreth
 - B) Lillian Gilbreth
 - C) Henri Fayol
 - D) Henry Gantt
 - E) Frederick Taylor

Answer: C

- 43) The process of finding the "one best way" to perform a task is called: 43) _____
- A) the comprehensive analysis of management
 - B) scientific management
 - C) the human relations movement
 - D) management science
 - E) behavioral approach

Answer: B

- 44) "The Father of Scientific Management" is: 44) _____
- A) Frederick Taylor
 - B) Elton Mayo
 - C) Frank Gilbreth
 - D) Henry Fayol
 - E) Henry Gantt

Answer: A

- 45) Demi is in the process of establishing job performance standards for her department. In order to do so she has identified the most basic movements possible for each job. She is following and utilizing the contributions of: 45) _____
- A) Frederick Taylor
 - B) Henry Gantt
 - C) Frank Gilbreth
 - D) upper-level management
 - E) Henri Fayol

Answer: C

- 46) _____ performed motion studies of bricklaying 46) _____
- A) Henry Gantt
 - B) Henri Fayol
 - C) Abraham Maslow
 - D) Frederick Taylor
 - E) Frank Gilbreth

Answer: E

- 47) An easily understood chart that summarizes what work was scheduled for specific time periods and how much of this work has been completed was developed by: 47) _____
- A) Adam Lowell
 - B) Frank Gilbreth
 - C) Lillian Gilbreth
 - D) Henry Gantt

E) Frederick Taylor

Answer: D

48) Which scientific management contributor advocated a bonus system if workers exceeded their daily production? 48) _____

A) Chester Barnard

B) Frederick Taylor

C) Henry Gantt

D) Lillian Gilbreth

E) Henri Fayol

Answer: C

49) Of the following scientific management contributors, which would be considered as being the most concerned with the human side of production? 49) _____

A) Lillian Gilbreth

B) Henry Ford

C) Frank Gilbreth

D) Henry Gantt

E) Frederick Taylor

Answer: D

50) Henry Gantt believed that workers should be compensated according to: 50) _____

A) a bonus system

B) a flat salary

C) a piece-rate system

D) both A and B

E) both A and C

Answer: E

51) The pioneer of administrative theory in the comprehensive analysis view of management was: 51) _____

A) Henry Ford

B) Frederick Taylor

C) Henri Fayol

D) Henry Gantt

E) Henry Frank

Answer: C

52) Fayol's general principles of management include all of the following EXCEPT: 52) _____

A) organizational efficiency

B) the handling of people

C) appropriate management action

D) discipline

E) attention to detail

Answer: E

53) According to Fayol, the right to give orders and the power to exact obedience is: 53) _____

A) responsibility

B) the scalar chain

C) centralization

D) discipline

E) authority

Answer: E

- 54) The Classical Approach has been criticized for NOT placing too much emphasis on: 54) _____
- A) conflict
 - B) motivation
 - C) leadership
 - D) efficiency
 - E) communication

Answer: D

- 55) The primary limitation of the Classical Approach is that: 55) _____
- A) it can be used only in manufacturing firms
 - B) it does not adequately emphasize human variables
 - C) it views the organization as a closed system
 - D) it views management as a science rather than as an art
 - E) it is only for lower-level managers

Answer: B

- 56) James believes that if he understands his people and adapts his organization to them, he will be successful. He would most likely be considered to be a follower of which of the following management approaches? 56) _____
- A) behavioral approach
 - B) scientific approach
 - C) scientific management
 - D) classical approach
 - E) contingency approach

Answer: A

- 57) The original purpose of the relay assembly test room experiment portion of the Hawthorne Studies was to: 57) _____
- A) analyze the social relationships in a work group
 - B) determine the relationship between intensity of light and worker efficiency
 - C) test the effects of incentives on worker performance
 - D) develop a new type of supervisory relationship
 - E) make the work environment more enjoyable

Answer: B

- 58) The purpose of the bank wiring observation room experiment portion of the Hawthorne Studies was to: 58) _____
- A) make the work environment more enjoyable
 - B) determine the relationship between intensity of light and worker efficiency
 - C) test the effects of incentives on worker performance
 - D) develop a new supervisory relationship
 - E) analyze the social relationships in a work group

Answer: E

- 59) Which of the following is most accurate when describing the management thinking that emerged as a result of the Hawthorne studies? 59) _____
- A) managerial problems should be solved through the utilization of management science techniques
 - B) job design should involve the bonus system
 - C) social relationships are unimportant in worker performance
 - D) the emphasis should be placed on task efficiency in job design

E) the human variable in organizations required much more analysis

Answer: E

60) The ultimate objective of the human relations movement is to: 60) _____

- A) develop the contingency view of management
- B) find the "one right way" to perform a task
- C) enhance organizational success by building appropriate relationships
- D) make workers happy
- E) view every organization as an open system

Answer: C

61) Which of the following researchers has made the greatest contribution to the human relations movement? 61) _____

- A) Lillian Gilbreth
- B) L. Thomas Hopkins
- C) Frederick Taylor
- D) Henry Fayol
- E) Abraham Maslow

Answer: E

62) Which management approach emphasizes the use of the scientific method and quantitative techniques to increase organizational success? 62) _____

- A) human relations
- B) systems approach
- C) management science
- D) scientific management
- E) contingency approach

Answer: C

63) The management science approach first became popular in: 63) _____

- A) laboratory experiments
- B) railroads
- C) large public corporations
- D) utility companies
- E) the military

Answer: E

64) The correct sequence of steps for the scientific method in the management science approach is: 64) _____

- A) observe system, construct model, deduce system behavior, test system
- B) construct model, observe system, deduce system behavior, test system
- C) deduce system behavior, construct model, test system, observe system
- D) test system, observe system, construct model, deduce system behavior
- E) observe system, construct model, test system, deduce system behavior

Answer: A

65) Hal works for a large industrial organization and one of his primary tasks is production scheduling. A very useful management approach that could assist Hal in this task is: 65) _____

- A) the human relations approach
- B) the administrative approach
- C) time and motion studies
- D) scientific management
- E) management science

Answer: E

66) Which of the following is NOT one of the characteristics that are usually present in situations in which management science techniques are applied? 66) _____

- A) the use of mathematical models
- B) problems are complicated
- C) scientific management
- D) use of ergonomic implications as guidelines for decision making
- E) use of computers

Answer: C

67) One of the greatest challenges for management science is: 67) _____

- A) improving the effectiveness of the model
- B) applying the techniques in complicated situations
- C) applying the techniques to smaller organizations
- D) applying techniques to the military
- E) applying the techniques to more diverse problems

Answer: C

68) The contingency approach to management emphasizes: 68) _____

- A) employer-employee relationships
- B) the universality of management
- C) open and closed systems
- D) if-then relationships
- E) either-or relationships

Answer: D

69) The main challenges of using the contingency approach are all of the following EXCEPT: 69) _____

- A) applying scientific management effectively
- B) perceiving organizational situations as they actually exist
- C) choosing the management tactics best suited to the situation
- D) competently implementing the appropriate tactic
- E) choosing the appropriate management science technique

Answer: E

70) An organization that interacts with its environment is a/an: 70) _____

- A) interactive management system
- B) closed system
- C) whole system
- D) open system
- E) human relations system

Answer: D

71) Which of the following would Ludwig Von Bertalanffy identify as a closed system? 71) _____

- A) a plant
- B) a school
- C) a business
- D) a clock
- E) none of the above

Answer: D

72) In a management system, labor would be considered a/an: 72) _____

- A) output
- B) environmental factor
- C) input
- D) process
- E) none of the above

Answer: C

- 73) According to L. Thomas Hopkins, all of the following are important guidelines for anyone undertaking systems analysis, EXCEPT: 73) _____
- A) the nature of the part and its function is determined by its position in the whole
 - B) possible modification in each part should be weighed in relation to possible effects on every other part
 - C) each component of the system needs to be investigated individually
 - D) integration is the key variable
 - E) all analysis starts with the existence of the whole

Answer: C

- 74) According to the systems approach, the management system would be considered: 74) _____
- A) an integrated system
 - B) a closed system
 - C) part of the external environment
 - D) an open system
 - E) none of the above

Answer: D

- 75) Which of the following is NOT a main part of the management system: 75) _____
- A) production processes
 - B) organizational resources
 - C) environmental factors
 - D) finished goods
 - E) all of the above are main parts of the management system

Answer: C

- 76) Triangular management is a management approach that emphasizes using information from: 76) _____
- A) the classical, behavioral, and systems schools of thought
 - B) the classical, management-science, and systems schools of thought
 - C) the behavioral, contingency, and systems schools of thought
 - D) the behavioral, contingency, and management-science schools of thought
 - E) the classical, management-science, and behavioral schools of thought

Answer: E

- 77) An organization that emphasizes systematic problem solving, experimenting with new ideas, and learning from past experiences and the experiences of others is referred to as a/an: 77) _____
- A) process organization
 - B) learning organization
 - C) integrated organization
 - D) college
 - E) socially responsible organization

Answer: B

- 78) When every organization member understands his or her own job and how the jobs fit together to provide final products to the customer, Senge would characterize that as: 78) _____

- A) systems thinking
- B) personal mastery
- C) team learning
- D) social responsibility
- E) shared vision

Answer: A

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

79) Explain and discuss the two areas of the classical approach to management.

Answer: Suggested response: The first area is that of lower-level management analysis. Frederick Taylor, Frank and Lillian Gilbreth, and Henry Gantt studied the jobs of workers at lower levels of the organization and focused on the "one best way" to perform a task. This became known as scientific management. Comprehensive analysis of management concerns the management functions as a whole; Henri Fayol is known as the primary advocate of the principles of management, which are still considered useful in contemporary management practice.

80) Although significant research and advances were made through the classical approach to management, it also had its limitations. Explain the success and weaknesses associated with the classical approach to management.

Answer: Suggested response: Contributors to the classical approach felt encouraged to write about their managerial experiences largely because of the success they enjoyed. Structuring work to be more efficient and defining the manager's role more precisely yielded significant improvements in productivity. However, the classical approach does not adequately emphasize human variables. People today do not seem to be as influenced by bonuses as they were in the nineteenth century. It is generally agreed that critical interpersonal areas such as conflict, communication, leadership, and motivation were shortchanged in the classical approach.

81) Explain and discuss the nature and importance of the Hawthorne Studies.

Answer: Suggested response: The Hawthorne studies are divided into two phases □ the relay assembly test room experiments, and the bank wiring observation room experiments. The relay assembly test room experiments are perhaps more famous because they were originally based on scientific management principles. The original purpose of the experiments was to determine the relationship between intensity of lighting and worker productivity. The results were very surprising in that no matter what conditions employees were exposed to, production increased. The experimenters concluded that human factors could significantly influence production. The bank wiring observation room experiment was intended to analyze the social relationships in a work group, and the effect of social pressures. The conclusions again indicated that human factors were much more complex than previously estimated. The Hawthorne Studies sparked an interest in the human factor in employment and led to the Human Relations Movement.

82) Explain the concept of the management system.

Answer: Suggested response: The management system is an open system □ one influenced by and continually interacting with its environment. The main parts of the system are organizational inputs, organizational processes, and organizational outputs. The critical concept here is that the parts of the system are very interdependent and continually being influenced by the environment of the organization. As a result, in order to effectively and efficiently achieve organizational goals, managers must manage the entire dynamic system and keep aware of any and all environmental factors that could effect the organization.

83) What is a "learning organization"? Why is this concept important for today's organizations?

Answer:

Suggested
response: A
learning
organization is an
organization that
does well in

creating, acquiring, and transferring knowledge, and in modifying behavior to reflect new knowledge. They emphasize systematic problem solving, experimentation, learning from experience and past history, learning from others, and transferring knowledge rapidly throughout the organization. Learning organizations are important today because organizations must constantly adapt to quickly changing environments, and being a learning organization gives a significant competitive advantage.

- 1) TRUE
- 2) TRUE
- 3) FALSE
- 4) FALSE
- 5) FALSE
- 6) TRUE
- 7) TRUE
- 8) TRUE
- 9) TRUE
- 10) FALSE
- 11) FALSE
- 12) TRUE
- 13) FALSE
- 14) FALSE
- 15) TRUE
- 16) TRUE
- 17) TRUE
- 18) FALSE
- 19) FALSE
- 20) FALSE
- 21) TRUE
- 22) TRUE
- 23) FALSE
- 24) TRUE
- 25) FALSE
- 26) FALSE
- 27) FALSE
- 28) TRUE
- 29) TRUE
- 30) FALSE
- 31) TRUE
- 32) FALSE
- 33) FALSE
- 34) FALSE
- 35) TRUE
- 36) FALSE
- 37) FALSE
- 38) B
- 39) D
- 40) B
- 41) A
- 42) C
- 43) B
- 44) A
- 45) C
- 46) E
- 47) D
- 48) C
- 49) D
- 50) E
- 51) C

- 52) E
- 53) E
- 54) D
- 55) B
- 56) A
- 57) B
- 58) E
- 59) E
- 60) C
- 61) E
- 62) C
- 63) E
- 64) A
- 65) E
- 66) C
- 67) C
- 68) D
- 69) E
- 70) D
- 71) D
- 72) C
- 73) C
- 74) D
- 75) C
- 76) E
- 77) B
- 78) A

79) Suggested response: The first area is that of lower-level management analysis. Frederick Taylor, Frank and Lillian Gilbreth, and Henry Gantt studied the jobs of workers at lower levels of the organization and focused on the "one best way" to perform a task. This became known as scientific management. Comprehensive analysis of management concerns the management functions as a whole; Henri Fayol is known as the primary advocate of the principles of management, which are still considered useful in contemporary management practice.

80) Suggested response: Contributors to the classical approach felt encouraged to write about their managerial experiences largely because of the success they enjoyed. Structuring work to be more efficient and defining the manager's role more precisely yielded significant improvements in productivity. However, the classical approach does not adequately emphasize human variables. People today do not seem to be as influenced by bonuses as they were in the nineteenth century. It is generally agreed that critical interpersonal areas such as conflict, communication, leadership, and motivation were shortchanged in the classical approach.

81) Suggested response: The Hawthorne studies are divided into two phases □ the relay assembly test room experiments, and the bank wiring observation room experiments. The relay assembly test room experiments are perhaps more famous because they were originally based on scientific management principles. The original purpose of the experiments was to determine the relationship between intensity of lighting and worker productivity. The results were very surprising in that no matter what conditions employees were exposed to, production increased. The experimenters concluded that human factors could significantly influence production. The bank wiring observation room experiment was intended to analyze the social relationships in a work group, and the effect of social pressures. The conclusions again indicated that human factors were much more complex than previously estimated. The Hawthorne Studies sparked an interest in the human factor in employment and led to the Human Relations Movement.

82)

Management system is an open system □ one influenced by and continually interacting with its environment. The main parts of the system are organizational inputs, organizational processes, and organizational outputs. The critical concept here is that the parts of the system are very interdependent and continually being influenced by the environment of the organization. As a result, in order to effectively and efficiently achieve organizational goals, the managers must manage the entire dynamic system and keep aware of any and all environmental factors that could affect the organization.

83) Suggested response: A learning organization is an organization that does well in creating, acquiring, and transferring knowledge, and in modifying behavior to reflect new knowledge. They emphasize systematic problem solving, experimentation, learning from experience and past history, learning from others, and transferring knowledge rapidly throughout the organization. Learning organizations are important today because organizations must constantly adapt to quickly changing environments, and being a learning organization gives a significant competitive advantage.