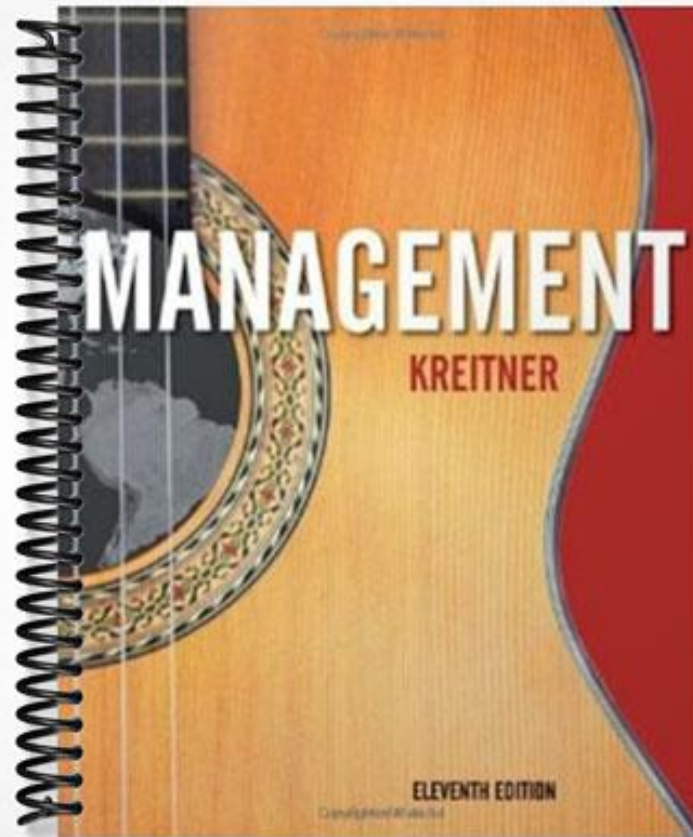


TEST BANK



CHAPTER 2

The Evolution of Management Thought

1. T F Craigie Zildjian is the first women to head the cymbal company bearing her family name.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 31
2. T F Zildjian has a secret strategic formula that has made the firm the world's largest cymbal maker.
Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 31
3. T F Zildjian's strategy includes bringing artists into the plant so their R&D manager and marketing people can meet directly with them.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 32
4. T F Management is a forward-looking field and history doesn't matter.
Ans: False AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 32
5. T F By taking a historical perspective, we can gain a better understanding of the present.
Ans: True AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 32
6. T F Contributors to management theory and practice have come from around the globe.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 32
7. T F Management was something one learned, in early cultures, by word of mouth and trial and error, rather than something one studied.
Ans: True AACSB Outcomes: A; C Degree of Difficulty: Moderate Learning Level: fact Page: 34
8. T F Management has been practiced in one form or another for thousands of years.
Ans: True AACSB Outcomes: R Degree of Difficulty: Easy Learning Level: fact Page: 34
9. T F The field of management is experiencing information overload.
Ans: True AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 34
10. T F The interdisciplinary nature of management is a principal cause of the information explosion in management theory.
Ans: True AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 34
11. T F The contingency approach is the only universally accepted theory of management.
Ans: False AACSB Outcomes: R Degree of Difficulty: Easy Learning Level: fact Page: 34
12. T F The oldest and one of the most popular approaches to studying management is the universal process approach.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 35

24 Chapter 2: The Evolution of Management Thought

13. T F According to the functional approach, the administration of public organizations and the administration of private organizations require distinctly different processes.
Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 35
14. T F The organizational computer network is referred to as the chain of command.
Ans: False AACSB Outcomes: C; R Degree of Difficulty: Moderate Learning Level: fact Page: 35
15. T F According to Henri Fayol, the manager's job can be divided into planning, organizing, communicating, motivating, and controlling.
Ans: False AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 35
16. T F Coordination is one of Fayol's five universal management functions.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 35
17. T F According to Fayol's unity-of-command principle, each employee should receive orders from only one superior.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 36
18. T F The right to give orders must be centralized and the responsibility to give order must be decentralized, according to Fayol's centralization principle.
Ans: False AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 36
19. T F Fayol's scalar chain stated that subordinates should observe the formal chain of command unless expressly authorized by their respective superiors to communicate with each other.
Ans: True AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 36
20. T F In today's management literature, there is virtually no evidence of Fayol's universal process approach.
Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 36
21. T F Fayol's managerial functions teach why and how modern managers behave.
Ans: False AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 36
22. T F Throughout its historical development, the operational approach has been technically and quantitatively oriented.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 37
23. T F The father of scientific management was Elton Mayo.
Ans: False AACSB Outcomes: R Degree of Difficulty: Easy Learning Level: fact Page: 37
24. T F Frederick W. Taylor is considered the father of scientific management.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 37
25. T F Standardization, time and task study, systematic selection and training, and pay incentives were all areas in Taylor's scientific management movement.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 37
26. T F Taylor believed, as a pioneering advocate of employee rights, in letting workers determine their own way of doing tasks.
Ans: False AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 37
27. T F Traditional scientific management held that workers produce more when paid by the hour.

- Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 38*
28. T F According to Frank and Lillian Gilbreth, "What the workmen want from their employers beyond anything else is high wages."
Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 38
29. T F Taylor's differential piece-rate plan was humanized by Henry L. Gantt by adding a minimum wage.
Ans: True AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 39
30. T F Frank and Lillian Gilbreth were dedicated to finding the one best way to do every job, including tasks they performed at home with their 12 children.
Ans: True AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 39
31. T F A "therblig," according to the Gilbreths, was a standard unit of time for measuring productivity.
Ans: False AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 38
32. T F *Economic Control of Quality of Manufactured Product*, written by Walter A. Shewhart, introduced the concept of a fishbone diagram.
Ans: False AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 39
33. T F Japan's Kaoru Ishikawa considered both internal and external customers when improving quality.
Ans: True AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 39
34. T F The Pareto analysis was introduced through Deming's book *Out of the Crisis*.
Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 40
35. T F Although best known for Pareto analysis, Joseph M. Juran was the first to recommend statistical quality control.
Ans: False AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 40
36. T F A Pareto analysis looks for the 20 percent of possible causes that lead to 80 percent of all problems.
Ans: True AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 40
37. T F Quality, according to Armand V. Feigenbaum, is determined by the customer.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 40
38. T F Philip B. Crosby promoted the concept of a fishbone diagram, or doing it right the first time.
Ans: False AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 40
39. T F Scientific management often appears unscientific to those who live in a world of genetic engineering and industrial robots.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 40
40. T F Operations management specialists apply their expertise to all types of production and service operations, whereas scientific management was limited largely to hand labor and machine shops.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 40-41
41. T F Scientific management tends to be broader in scope and application than operations management.
Ans: False AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 40
42. T F Taylor and the proponents of early scientific management have been praised for viewing workers as complex beings, not mindless machines who work just for money.

26 Chapter 2: The Evolution of Management Thought

*Ans: False AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact
Page: 40*

43. T F Since without profits the organization cannot exist, advocates of the behavioral approach to management argue that profits must be the central focus of organized activity.
*Ans: False AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact
Page: 41*
44. T F One important historical influence behind the human relations movement was unionization.
*Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 42*
45. T F Proposed by early human relations theory after the Wagner Act was passed was the idea that satisfied employees would be less inclined to join unions.
Ans: True AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 42
46. T F Taylor began his scientific management studies in 1924 at a Western Electric plant near Chicago.
*Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 42*
47. T F No matter how the physical surroundings were manipulated, the performance of a select group of employees in the Hawthorne studies tended to improve.
*Ans: True AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact
Page: 42*
48. T F The Hawthorne studies concluded that productivity was affected less by changes in work conditions than by the attitudes of the workers.
*Ans: True AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact
Page: 42*
49. T F The Hawthorne studies can be credited with turning management theorists away from the simplistic “social man” model to a more realistic “economic man” model.
*Ans: False AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact
Page: 43*
50. T F Mary Parker Follett viewed organizations as technical systems.
Ans: False AACSB Outcomes: R Degree of Difficulty: Easy Learning Level: fact Page: 43
51. T F Mary Parker Follett was ahead of her time in calling for cooperation, a spirit of unity, and self-control in the workplace.
Ans: True AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 43
52. T F Historians fault Douglas McGregor for advocating a negative view of employees.
*Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 43*
53. T F McGregor's Theory Y assumes that people are capable of self-control.
*Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 44*
54. T F McGregor's Theory Y assumes that most people prefer to be directed than to exert self-control.
*Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 44*
55. T F According to McGregor, the idea that most people dislike work, and will avoid it when they can, is a Theory Y assumption.
*Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 44*

56. T F The behavioral approach makes it clear to present and future managers that people are the key to productivity.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 44
57. T F Human relations is a more research-oriented field than organizational behavior.
Ans: False AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 44
58. T F Systems theorists studied management by taking things apart.
Ans: False AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 45
59. T F The principal elements in an organization, according to Barnard's early systems model, are willingness to serve, common purpose, and communication.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 45
60. T F Barnard's systems perspective has encouraged management and organization theorists to study organizations as complex and dynamic wholes.
Ans: True AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 45
61. T F According to general systems theory, everything belongs to only one level of system—the solar system.
Ans: False AACSB Outcomes: R Degree of Difficulty: Easy Learning Level: fact Page: 45
62. T F After the battery is in place, a battery-powered digital watch that runs without help from the outside environment could be described as a relatively closed system.
Ans: True AACSB Outcomes: A; T Degree of Difficulty: Hard Learning Level: fact Page: 46
63. T F Because they are independent of their environment, organizations are closed systems.
Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 46
64. T F According to organizational learning advocates, organizations can learn from experience, just as people do.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 46
65. T F The concept that systems are influenced by feedback is something at chaos theory and organizational learning have in common.
Ans: True AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 47
66. T F Chaos theorists believe it is useless to try to find any order in complex systems such as organizations.
Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 47
67. T F Complex adaptive systems cannot be changed.
Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 47
68. T F Complex adaptive systems theory holds that organizational behavior is essentially linear and predictable.
Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 47
69. T F Both operations management and organizational behavior have been strongly influenced by systems thinking.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 48
70. T F According to the contingency approach, different situations require different managerial responses.

28 Chapter 2: The Evolution of Management Thought

Ans: True AACSB Outcomes: R Degree of Difficulty: Easy Learning Level: fact Page: 48

71. T F The contingency approach to management amounts to a purely situational view.
Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 48
72. T F A multivariate approach, an open-system perspective, and a practical research orientation are the three characteristics of the contingency approach.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 48
73. T F Closed-system thinking is fundamental to the contingency view.
Ans: False AACSB Outcomes: R Degree of Difficulty: Easy Learning Level: fact Page: 49
74. T F A research technique used to determine how a combination of variables interact to cause a particular outcome is bivariate analysis.
Ans: False AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 49
75. T F The contingency approach is strictly theoretical, not research-oriented.
Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 49
76. T F Contingency management theorists strive to carry out practical and relevant multivariate analyses.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 49
77. T F Management theory is unlikely to evolve beyond the contingency approach.
Ans: False AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 49
78. T F The contingency approach is a helpful addition to management thought because it emphasizes situational appropriateness.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 49
79. T F The era of "management by best seller" can be traced back to the work of Peter Drucker.
Ans: True AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 51
80. T F *The One Minute Manager* is on the list of business management best-sellers.
Ans: True AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 50
81. T F Managers should ensure that recommendations are based on science, rather than purely on advocacy, in order to avoid the quick-fix mentality that makes management by best-seller so tempting.
Ans: True AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 52
82. T F The author contends that managers are, first and foremost, pragmatists who use whatever works.
Ans: True AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 52
83. Zildjian has an estimated _____ percent of the world cymbal market.
a) 19
b) 33
c) 45
d) 65
e) 80
Ans: d AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 31

84. Zildjian is guided by their core value, which include all of the following *except*
- a focus on continuous improvement.
 - a Six Sigma quality program.
 - empowering employees.
 - innovation.
 - craftsmanship.
- Ans: b AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 31*
85. Historical perspective is said to sharpen our vision of
- the long-term future.
 - both past and future.
 - what we need to learn.
 - the present.
 - the past.
- Ans: d AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 32*
86. Which of these best describes the historical development of management thought?
- Evolution
 - On again, off again
 - Convolutated
 - Hit-and-miss
 - Revolution
- Ans: a AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 32*
87. The pioneering contributors to management theory and practice come from
- the Eastern Hemisphere.
 - the United States.
 - the Western Hemisphere.
 - the Third World countries.
 - around the globe.
- Ans: e AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 33*
88. Management, as an area of academic study, is essentially a product of
- the sixteenth century.
 - the twentieth century.
 - the British industrial system.
 - trial and error.
 - corporate America.
- Ans: b AACSB Outcomes: R Degree of Difficulty: Easy Learning Level: fact Page: 33*
89. Today, the body of management knowledge is best characterized as
- Japan-dominated.
 - experiencing information overload.
 - disappearing.
 - severely limited.
 - unified.
- Ans: b AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 34*

30 Chapter 2: The Evolution of Management Thought

90. Which of these best describes the field of management?

- a) Seriously out of date
- b) Applied social science
- c) Little more than common sense
- d) Highly scientific
- e) Interdisciplinary

*Ans: e AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 34*

91. Which of these is the universally accepted theory of management today?

- a) The contingency approach
- b) The behavioral approach
- c) None of these; there is no universally accepted theory of management.
- d) The universal process approach
- e) The systems approach

*Ans: c AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact
Page: 34*

92. Which of the following is *not* one of the approaches to management discussed in the text?

- a) The systems approach
- b) The contingency approach
- c) The traditional approach
- d) The universal process approach
- e) The behavioral approach

*Ans: c AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 34*

93. The _____ approach is the oldest and one of the most popular approaches to management thought.

- a) universal process
- b) contingency
- c) operational
- d) systems theory
- e) behavioral

*Ans: a AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 35*

94. Which approach is also known as the functional approach to management?

- a) Systems approach
- b) Behavioral approach
- c) Excellence approach
- d) Universal process approach
- e) Operational approach

Ans: d AACSB Outcomes: R Degree of Difficulty: Easy Learning Level: fact Page: 35

95. The universal process approach assumes that

- a) it is more difficult to manage public organizations.
- b) small organizations are hardest to manage.
- c) management is not practiced in small organizations.
- d) managing in public organizations and managing in private organizations are completely different.
- e) managing in public organizations and managing in private organizations are basically the same.

*Ans: e AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 35*

96. _____ involves “who does what.”
- Span of control
 - Authority
 - The specialization of labor
 - The chain of command
 - Communication
- Ans: c AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 35*
97. Which of the following refers to who is ultimately responsible for getting things done?
- Specialization of labor
 - Command center
 - Communication
 - Authority
 - Delegation
- Ans: d AACSB Outcomes: A Degree of Difficulty: Easy Learning Level: fact Page: 35*
98. What most influenced Frenchman Henri Fayol's management writings?
- Chester I. Barnard
 - His experience as an administrator
 - His 30 years as a college professor
 - His military experience
 - His wife, Mary Parker Follett
- Ans: b AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 35*
99. Which of the following is one of Fayol's POC³ functions?
- Control
 - Cooperation
 - Budgeting
 - Leading
 - Communicating
- Ans: a AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 35*
100. Betsy Duvall believes that a combination of kindness and justice will lead to a staff that is devoted and loyal. This belief is in accordance with which of Fayol's principles of management?
- Discipline
 - Stability and tenure of personnel
 - Centralization
 - Scalar chain
 - Equity
- Ans: e AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 36*
101. Harry Harrison, the CEO of Harrison Printing Company, remarked in a recent speech that specialization of labor will be necessary for his company's success. Which of Fayol's principles of management was he referring to?
- Division of work
 - Unity of command
 - Unity of direction
 - Scalar chain
 - Authority
- Ans: a AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 36*

32 Chapter 2: The Evolution of Management Thought

102. _____ is *not* one of Fayol's 14 universal principles of management.
- a) *Esprit de corps*
 - b) Equity
 - c) Conflict avoidance
 - d) Authority
 - e) Centralization
- Ans: c AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 36*
103. To reduce employee confusion, Moonlight Manufacturing recently instituted a policy stating that an employee should receive orders from only one supervisor. Which of Fayol's principles of management is related to this policy?
- a) *Esprit de corps*
 - b) Common purpose
 - c) Scalar chain
 - d) Authority
 - e) Unity of command
- Ans: e AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 36*
104. According to Fayol, the principle of _____ indicates that the right to give orders must accompany responsibility.
- a) unity of direction
 - b) discipline
 - c) unity of command
 - d) authority
 - e) scalar chain
- Ans: d AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 36*
105. Adopted Fayol's principle of _____ might help a home-building company that is very uncoordinated and unfocused.
- a) unity of direction
 - b) initiative
 - c) scalar chain
 - d) authority
 - e) unity of command
- Ans: a AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 36*
106. Harmonious effort among individuals is the key to organizational success, according to Fayol's _____ principle.
- a) unity of direction
 - b) scalar chain
 - c) equity
 - d) *esprit de corps*
 - e) unity of command
- Ans: d AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 36*
107. Which of Fayol's principles is Belinda, a service manager at a graphic design company, referring to when she says, "One of the greatest satisfactions is formulating and carrying out a plan"?
- a) *Esprit de corps*
 - b) Centralization
 - c) Initiative
 - d) Order
 - e) Scalar chain
- Ans: c AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 36*

108. Which approach is useful because it specifies what managers should do?
- Functional
 - Operational
 - Systems
 - Contingency
 - Behavioral
- Ans: a AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 36*
109. By definition, the operational approach is oriented toward what area of management?
- Production
 - Personnel
 - Accounting
 - Finance
 - Marketing
- Ans: a AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 36*
110. _____ involved developing performance standards on the basis of systematic observation and experimentation.
- Fayol's universal principles
 - Therbligs
 - Gantt charts
 - Scientific management
 - Total quality control
- Ans: d AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 37*
111. What is the key word that captures the spirit of scientific management?
- Capitalism
 - Experimentation
 - Communication
 - Cooperation
 - Indoctrination
- Ans: b AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 37*
112. Frederick W. Taylor focused his work on all of the following *except*
- standardization.
 - group dynamics.
 - time and task study.
 - systematic selection and training.
 - pay incentives.
- Ans: b AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 37*
113. Brady Hoyts, owner of Hoyts Inc., recently posted data for employees on the optimum speed and rate at which stock should be fed into machines for each job. This exemplifies which of Frederick W. Taylor's areas of study?
- Human relations study
 - Time and task study
 - Standardization
 - Selection and training
 - Pay incentives
- Ans: c AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 37*

34 Chapter 2: The Evolution of Management Thought

114. When Taylor's studies revealed the optimum shovel load to be 21 pounds, he
- automated the process to eliminate human labor.
 - invented a steam-powered shoveling machine.
 - replaced workers' personal shovels with standardized company shovels.
 - developed the ideal shovel for all tasks.
 - replaced all the shovelers with harder workers.
- Ans: c AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 37*
115. Taylor claimed, during his pig iron handling experiments, to have dramatically improved output by
- hiring only weight lifters.
 - cutting the size of the standard iron "pig" in half.
 - eliminating half the walking distance.
 - automating the process to eliminate human labor.
 - having the workers rest more than they worked.
- Ans: e AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 37*
116. According to Taylor, what do workers want, above all else, from their employers?
- High wages
 - Interesting work
 - Friendly treatment
 - Participation in decision making
 - Clean and safe working conditions
- Ans: a AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 38*
117. Which assumption led Taylor to believe that piece rates were important to improved productivity?
- Social network
 - Economic man
 - Behavioral approach
 - Irrational man
 - Systems approach
- Ans: b AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 38*
118. What sort of piece-rate pay plan did Frederick W. Taylor develop?
- Conditional
 - Unified
 - Segmented
 - Quasi
 - Differential
- Ans: e AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 38*
119. Frank and Lillian Gilbreth, following in Taylor's footsteps, turned _____ into an exact science.
- motion study
 - human relations
 - motivation
 - labor relations
 - upward communication
- Ans: a AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 38*
120. What did Frank and Lillian Gilbreth mean by "therbligs"?
- Types of employment experience
 - Workers' hand motions
 - Units of time
 - Bricks
 - Educational units
- Ans: b AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 38*

121. How did Henry L. Gantt humanize Taylor's differential pay system?
- By paying everyone the same
 - By introducing a minimum wage
 - By paying employees in cash
 - By eliminating bonuses
 - By introducing hourly wages
- Ans: b AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 39*
122. Henry L. Gantt emphasized the importance of _____ and urged management to concentrate on service rather than _____.
- the human factor; profits
 - manufacturing; profits
 - profits; the production factor
 - manufacturing; communication
 - security; profits
- Ans: a AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 39*
123. Advice from quality advocates finally began to sink in during the _____ in the United States.
- 1970s
 - 1960s
 - 1980s
 - 1950s
 - 1990s
- Ans: c AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 39*
124. Walter A. Shewart introduced
- the differential piece-scale system.
 - a focus on internal customers.
 - Pareto analysis.
 - the concept of statistical quality control.
 - the zero-defect concept.
- Ans: d AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 39*
125. Among the following, who was *not* a pioneering advocate of quality?
- Joseph M. Juran
 - Walter A. Shewart
 - W. Edwards Deming
 - Kaoru Ishikawa
 - Peter Drucker
- Ans: e AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 39-40*
126. Jeanetta recently told her production employees that they have the authority to stop the production line if they spot problems. This exemplifies the approach of which quality advocate?
- W. Edwards Deming
 - Thomas J. Peters
 - Mary Parker Follett
 - Frederick W. Taylor
 - Peter Drucker
- Ans: a AACSB Outcomes: A; D Degree of Difficulty: Hard Learning Level: appl Page: 40*

36 Chapter 2: The Evolution of Management Thought

127. _____ were included in Kaoru Ishikawa's idea of the customer.

- a) Primarily suppliers
- b) Competitors
- c) Hourly employees only
- d) Both internal and external customers
- e) External customers only

*Ans: d AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 39*

128. _____ is a popular problem-solving tool developed by Kaoru Ishikawa.

- a) Pareto analysis
- b) The EOQ model
- c) The fishbone diagram
- d) The zero-defect system
- e) Linear programming

*Ans: c AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 39*

129. W. Edwards Deming recommended _____ improvement for all types of operations.

- a) continuous
- b) segmented
- c) economic
- d) training
- e) parallel

*Ans: a AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 40*

130. _____ is also known as the 80/20 rule.

- a) Linear programming
- b) Pareto analysis
- c) Contingency planning
- d) Fishbone analysis
- e) Strategic scanning

*Ans: b AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 40*

131. _____ developed the concept of total quality control.

- a) W. Edwards Deming
- b) Philip B. Crosby
- c) Joseph M. Juran
- d) Armand V. Feigenbaum
- e) Kaoru Ishikawa

Ans: d AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 40

132. According to Feigenbaum, the _____ is the one who ultimately determines quality.

- a) employee
- b) competitor
- c) top manager
- d) government
- e) customer

*Ans: e AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 40*

133. Which of the following recommendations concept most closely parallels Philip Crosby's idea of zero defects?
- Get top-management support for quality improvement.
 - Find lots of reliable suppliers.
 - Listen to the customer.
 - Involve the entire organization.
 - Do it right the first time.
- Ans: e AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 40*
134. By today's standards, the _____ label best fits Taylor's scientific management.
- open-systems thinking
 - contingency management
 - labor exploitation
 - systematic management
 - human relations
- Ans: d AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 40*
135. _____ and early proponents of scientific management have been roundly criticized for viewing workers as mechanical economic beings interested only in more money.
- Crosby
 - Deming
 - Taylor
 - Feigenbaum
 - McGregor
- Ans: c AACSB Outcomes: R Degree of Difficulty: Easy Learning Level: fact Page: 40*
136. _____ is the process of transforming material and human resources into useful goods and services.
- Contingency management
 - Scientific management
 - Operations management
 - Behavioral management
 - Quality control management
- Ans: c AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 41*
137. _____ managers could be called the frontline troops in the battle for productivity growth.
- Contingency
 - Operations
 - Scientific
 - Upper-level
 - New
- Ans: b AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 41*
138. Which of the following is an important post-World War II outgrowth of the operational approach?
- Behavioral management
 - Scientific management
 - Contingency management
 - Quality control management
 - Operations management
- Ans: e AACSB Outcomes: A Degree of Difficulty: Easy Learning Level: fact Page: 40*
139. According to advocates of _____, the central focus of organized activity should be people.
- the operations approach
 - scientific management
 - the universal process approach
 - the behavioral approach
 - quality control management
- Ans: d AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 41*

38 Chapter 2: The Evolution of Management Thought

140. The _____ was a concerted effort among theorists and practitioners to make managers more sensitive to their employees' needs.
- operations approach
 - human relations movement
 - systems movement
 - universal process approach
 - excellence movement
- Ans: b AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 42*
141. _____ helped support the human relations movement.
- General systems theory
 - Fayol's universal principles
 - Gantt charts
 - The threat of unionization
 - Statistical process control
- Ans: d AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 42*
142. After the Wagner Act was passed in 1935, U.S. business managers began adopting morale-boosting human relations techniques as a(n)
- operations management technique.
 - union-avoidance tactic.
 - way to avoid pay raises.
 - experiment in scientific management.
 - public relations ploy.
- Ans: b AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 42*
143. _____ cautioned managers that emotional factors were a more important determinant of productive efficiency than physical and logical factors.
- Chester I. Barnard
 - W. Edwards Deming
 - Henry L. Gantt
 - Joseph M. Juran
 - Elton Mayo
- Ans: e AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 42*
144. The Hawthorne studies found _____ to be the most significant factor in worker productivity.
- labor union activities
 - size of the work group
 - pay levels
 - relations among employees, peers, and supervisors
 - lighting
- Ans: d AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 42-43*
145. Simon believes, as a manager, that cooperation, a spirit of unity, and self-control are the keys to both productivity and a democratic way of life. This philosophy exemplifies the ideas of
- Chester I. Barnard.
 - Frederick W. Taylor.
 - W. Edwards Deming.
 - Douglas McGregor.
 - Mary Parker Follett.
- Ans: e AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 43*

146. The Hawthorne studies can be credited with turning management theorists away from the " _____ " model and toward the " _____ " model of the average working person.
- political man; social man
 - hedonistic man; economic man
 - social man; economic man
 - psychological man; political man
 - economic man; social man
- Ans: e AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 43*
147. Mary Parker Follett urged managers to
- share profits equally with workers.
 - adopt a Theory X view of workers.
 - ignore the findings of the Hawthorne studies.
 - get rid of the traditional hierarchy of authority.
 - motivate workers rather than simply demanding performance.
- Ans: e AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 43*
148. Which word best describes McGregor's Theory X?
- Modern
 - Traditional
 - Optimistic
 - Progressive
 - Positive
- Ans: b AACSB Outcomes: A Degree of Difficulty: Easy Learning Level: fact Page: 43*
149. Jessica Jameson is an old-fashioned supervisor for a local bank who sums up her management philosophy by saying, "My people are basically lazy and it's my job to tell them what, when, and how to do things. In fact, they want to be told what to do." What label would McGregor have applied to Ms. Jameson?
- Theory Z
 - Theory X
 - Ineffective
 - Task-motivated
 - Theory Y
- Ans: b AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: appl Page: 44*
150. Barbara, a district manager at Subtle Segments Inc., remarks that "my employees are creative, imaginative, and capable of self-direction and self-control." What label would McGregor have applied to Barbara?
- Theory Z
 - Idealistic
 - Relations-motivated
 - Theory Y
 - Theory X
- Ans: d AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: appl Page: 44*
151. Which of the following is a modern approach seeking to discover the causes of work behavior and to develop better management techniques?
- Organizational behavior
 - The systems approach
 - The universal process approach
 - The operational approach
 - Scientific management
- Ans: a AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 43*

40 Chapter 2: The Evolution of Management Thought

152. The _____ approach makes it clear to managers that people are the key to productivity.

- a) behavioral
- b) scientific management
- c) operations management
- d) contingency
- e) systems

*Ans: a AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 44*

153. Daniel Beam believes that many people in the general population have imagination, ingenuity, and creativity. This is what kind of an assumption?

- a) Theory Y
- b) Theory X
- c) Type A
- d) Type B
- e) Positivist concept

Ans: a AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 44

154. _____ is a _____ of human relations.

- a) Organizational behavior; practical extension
- b) Contingency management; subfield
- c) Organizational behavior; scientific extension
- d) Operations management; practical extension
- e) Scientific management; foundation

*Ans: c AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact
Page: 44*

155. The traditional human relations doctrine has been criticized

- a) as a closed system.
- b) as vague and simplistic.
- c) as too complex.
- d) as monocultural.
- e) as old-fashioned.

*Ans: b AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 44*

156. Management is studied by _____ theorists, who put things together and assume that the whole is greater than the sum of its parts.

- a) systems
- b) universal process
- c) human relations
- d) behavioral
- e) scientific management

Ans: a AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 45

157. Which word best conveys the meaning of the term "system"?

- a) Predictable
- b) Contingent
- c) Interdependent
- d) Circular
- e) Independent

Ans: c AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 44

158. What do systems theorists recommend because management is not practiced in a vacuum?
- A one-way process
 - A closed environment
 - Command-and-control techniques
 - Synthetic thinking
 - Taking a unionized approach
- Ans: d AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 45*
159. _____ energized Chester I. Barnard's early systems theory of the organization.
- Interpersonal trust
 - Communication
 - Labor-management cooperation
 - Human motivation
 - Individual needs
- Ans: b AACSB Outcomes: C; R Degree of Difficulty: Moderate Learning Level: fact Page: 45*
160. According to Barnard's early systems theory, a natural gap exists between _____ and the organization's common purpose.
- personal needs and motives
 - standard administrative procedures
 - technology
 - the individual's willingness to serve
 - group norms
- Ans: d AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 45*
161. Which term applies to the interdisciplinary area of study based on the assumption that everything is part of a larger, interdependent arrangement?
- Equifinality
 - General systems theory
 - Dynamic equilibrium
 - Closed-systems theory
 - Chaos theory
- Ans: b AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 45*
162. Which label best describes a closed system?
- Interdependent
 - Self-sufficient
 - Large
 - Universal
 - Environmentally dependent
- Ans: b AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 45*
163. A(n) _____ depends on the surrounding environment for survival, whereas, a(n) _____ is a self-sufficient entity.
- universal system; specific system
 - open system; closed system
 - general system; closed system
 - open system; general system
 - closed system; open system
- Ans: b AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 45-46*

42 Chapter 2: The Evolution of Management Thought

164. Organizations are what type of system?

- a) Independent
- b) Specialized
- c) Closed
- d) Functional
- e) Open

*Ans: e AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact
Page: 46*

165. Which of the following portrays the organization as a living and thinking system?

- a) Theory Y
- b) Matrix theory
- c) Scientific management
- d) Operations management
- e) Organizational learning

Ans: e AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 46

166. Which statement most accurately captures the meaning of chaos theory?

- a) There is unknowable complexity in the natural world.
- b) Failure can emerge from apparent success.
- c) There is order among seemingly random patterns.
- d) There is no rational order in the natural world.
- e) There is complete predictability in the natural world.

Ans: c AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 47

167. According to which theory should change be controlled by minimizing uncertainty and tension, limiting information, and centralizing decision making?

- a) Contingency
- b) Classical management
- c) Complex adaptive systems
- d) Human relations
- e) Information dynamics

Ans: b AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 47

168. Because of the influence of _____, managers now have greater appreciation for the importance of seeing the whole picture.

- a) multivariate analysis
- b) the behavioral approach
- c) the contingency approach
- d) matrix theory
- e) the systems approach

*Ans: e AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact
Page: 48*

169. Monica is a storeowner who tells a management class that she tries to match the appropriate management technique to each situation. What is her general approach to management?

- a) Systems
- b) Excellence
- c) Scientific management
- d) Universal process
- e) Contingency

Ans: e AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 48

170. The contingency approach lies midway between the systems approach and

- a) closed-systems theory.
- b) the purely situational approach.
- c) chaos theory.
- d) the excellence approach.
- e) organizational behavior.

Ans: b AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 48

171. _____ is a characteristic of the contingency approach to management.
- The open-system perspective
 - Bivariate analysis
 - The closed-system view
 - Pure theory
 - The Theory X view
- Ans: a AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 48*
172. _____ best describes the contingency approach.
- Differential management
 - Managerial similarity
 - Situational management
 - Continuous improvement
 - One best way to manage
- Ans: c AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 48*
173. Tony Daniels has an open-system perspective, has a practical research orientation, and uses a multivariate approach in his decision making. Tony is a _____ advocate.
- scientific management
 - management-by-best-seller
 - contingency management
 - quality control
 - human relations
- Ans: c AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 48*
174. Which of the following terms refers to a simple one-to-one causal relationship?
- Open-system analysis
 - Univariate analysis
 - Bivariate analysis
 - Multivariate analysis
 - Contingency analysis
- Ans: c AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 49*
175. Regarding the evolution of management thought, the author calls the contingency approach
- a detour.
 - the final word.
 - a promising step.
 - only the beginning.
 - a confusing digression.
- Ans: c AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 49*
176. _____ is credited with bringing management by best-seller into the mainstream.
- Mary Parker Follett
 - Frederick W. Taylor
 - Stephen R. Covey
 - Jack Welch
 - Peter F. Drucker
- Ans: e AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 49-51*
177. The popularization of management shifted into high gear in 1982 with the publication of Peters and Waterman's book
- The Apprentice.*
 - In Search of Excellence.*
 - The One Minute Manager.*
 - High Output Management.*
 - Good to Great: Why Some Companies Make the Leap ... and Others Don't.*
- Ans: b AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: fact Page: 51*

44 Chapter 2: The Evolution of Management Thought

178. Authors of business best-sellers have been criticized by researchers for fostering a _____ mentality.
- quick-fix
 - closed-system
 - success-at-any-cost
 - wasteful
 - multinational
- Ans: a AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 51*
179. To avoid the quick-fix mentality, managers are advised to read management journals that
- report nonquantitative studies.
 - report highly controlled laboratory studies.
 - report the results of public opinion polls.
 - translate research into practice.
 - specify how-to-do-it procedures.
- Ans: d AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: fact Page: 52*
180. McAllaster's critique of management by best-seller warns of
- pie-in-the-sky academic research.
 - one-size-fits-all solutions.
 - get-rich-quick schemes.
 - outdated research.
 - too much theory.
- Ans: b AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 51*
181. Successful managers use which approach to management?
- Modified contingency
 - Mixed bag
 - Closed-systems
 - Incremental
 - Contingency
- Ans: b AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 52*
182. The author calls managers
- overworked and undereducated.
 - lazy.
 - reluctant heroes.
 - closed-system thinkers.
 - pragmatists who use whatever works.
- Ans: e AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 52*
183. What does the author recommend that future managers use?
- A quasi-systems approach
 - The approach they themselves find most useful
 - A universal contingency approach
 - The excellence approach
 - A Theory Y approach
- Ans: b AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 52*

Use the following to answer questions 184-188:

Will and Grace

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

184. Which of these approaches to management does the production-oriented management session attended by Will and Grace at the conference reflect?

- a) The contingency approach
- b) The operational approach
- c) The behavioral approach
- d) The systems approach
- e) The universal process approach

Ans: b AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: appl
Page: 36

185. Will and Grace were very impressed by the concept of total quality control. _____ should get historical credit for this concept.

- a) Armand V. Feigenbaum
- b) Kaoru Ishikawa
- c) Joseph M. Juran
- d) W. Edward Deming
- e) Walter A. Shewhart

Ans: a AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: appl
Page: 40

186. Grace's beliefs reflect which one of McGregor's labels?

- a) Theory Y
- b) Theory X
- c) Task-motivated
- d) Relations-motivated
- e) Theory Z

Ans: a AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 44

187. Will's argument that most people prefer to be directed would be classified by McGregor as which of these?

- a) Ineffective
- b) Theory Y
- c) Theory Z
- d) Theory X
- e) Excellence in management

Ans: d AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 44

188. Which of these approaches to management represents a focus on employee needs?

- a) The behavioral approach
- b) The contingency approach
- c) The systems approach
- d) The operational approach
- e) The universal process approach

Ans: a AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: appl
Page: 41

Use the following to answer questions 189-192:

Grand Valley Children's Hospital

46 Chapter 2: The Evolution of Management Thought

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

189. Whose work is Dr. Chu following when she experiments to improve operational efficiency at Grand Valley Children's Hospital?

- a) Mayo's human relations movement
- b) Barnard's contingency theory
- c) Philip B. Crosby's systematic management
- d) Taylor's scientific management
- e) McGregor's Theory X/Y

Ans: d AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: appl Page: 37

190. Who should be credited with promoting the idea of obtaining feedback from both internal and external customers, as Dr. Chu is doing?

- a) W. Edward Deming
- b) Joseph M. Juran
- c) Walter A. Shewhart
- d) Armand V. Feigenbaum
- e) Kaoru Ishikawa

Ans: e AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 39

191. When Dr. Chu advocates the idea of zero defects to her employees, she is advocating _____ idea.

- a) Joseph M. Juran's
- b) Kaoru Ishikawa's
- c) W. Edward Deming's
- d) Armand V. Feigenbaum's
- e) Philip B. Crosby's

Ans: e AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 40

192. Grand Valley Children's Hospital can be best described a(n)

- a) Theory X system.
- b) Iiddependent system.
- c) specialized system.
- d) closed system.
- e) open system.

Ans: e AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 46

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

Ans: Because Fayol believed management is a universal process that is the same everywhere, regardless of the purpose of the organization, he would probably say the general would do a good job. The general would perform the same basic managerial functions—planning, organizing, command, coordination, and control—for the computer company that he did in the army. In other words, a good manager in one situation is likely to be a good manager in all situations. AACSB Outcomes: A Degree of Difficulty: Hard Learning Level: appl Page: 35

194. Briefly explain at least two of Frederick W. Taylor's important scientific management contributions.

Ans: First, Taylor's metal-cutting experiments helped him develop standard operating procedures for machine shops. Second, his time-and-task shoveling experiments identified the most efficient shovel for each task. Third, Taylor's systematic selection and training of pig iron handlers demonstrated that more material could be moved with less effort. Fourth, Taylor's differential piece-rate pay plan gave above-standard workers an opportunity to earn more per unit. All four approaches significantly improved productivity. AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 37-38

195. What three factors contributed to the rise of the human relations movement? What was the historical significance of each?

Ans: The three factors were the threat of unionization, the Hawthorne studies, and the philosophy of industrial humanism. Managers embraced human relations techniques as a way to stem the rising tide of

labor unions following the passage of the Wagner Act in 1935. The Hawthorne studies at a Chicago-area Western Electric plant drew management's attention to the impact of worker attitudes and social interactions on output. Industrial humanists such as Elton Mayo, Mary Parker Follett, and Douglas McGregor cautioned managers to pay more attention to employee motivation, needs, and emotions. AACSB Outcomes: R Degree of Difficulty: Hard Learning Level: fact Page: 42-43

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

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

AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: appl Page: 46

197. What would a manager who takes a contingency approach say to a young assistant who constantly tries to find the one best way to do things?

Ans: Because specific management techniques tend to work better in certain situations, there really is no one best way to do things. The idea is to fit the management technique to the situation in an "if-then" manner. Management tools and techniques must be appropriate to the demands of the situation. For example, flexible and adaptable organizations tend to perform better in unstable and rapidly changing situations, and highly regimented organizations may perform better under very static conditions.

AACSB Outcomes: A Degree of Difficulty: Moderate Learning Level: appl Page: 48

198. Describe five suggestions that can help managers avoid the quick-fix mentality that makes management by best-seller so tempting.

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

AACSB Outcomes: R Degree of Difficulty: Moderate Learning Level: fact Page: 52