

File: mod02, Chapter 2: Management Learning

Multiple Choice

1. Which of the following management styles came first?

- a) Classical approach
- b) Humanistic perspective
- c) Learning organization
- d) None of the above

Ans: a

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Level: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Taylor's scientific management sought efficiency in job performance.

2. The *Principles of Scientific Management* was written in 1911 by _____.*

- a) Abraham Maslow
- b) Frederick W. Taylor
- c) Philip Kotler
- d) Douglas McGregor

Ans: b

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Level: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Taylor's scientific management sought efficiency in job performance.

3. Classical approaches to management include all of the following EXCEPT:

- a) Weber's bureaucratic organization.
- b) Fayol's administrative principles.
- c) Maslow's hierarchy of human needs.
- d) Taylor's principles of scientific management.

Ans: c

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Level: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.

*Note to Professor: All questions that have an asterisk * are also questions that appear in the student quizzes for this text that are posted on the student companion website.

Section Reference: Taylor's scientific management sought efficiency in job performance.

4. _____ management emphasizes careful selection and training of workers and supervisory support.

- a) Scientific
- b) Behavioral
- c) Contingency
- d) Autocratic

Ans: a

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Level: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Taylor's scientific management sought efficiency in job performance.

5. Carefully designing jobs with efficient work methods is necessary to _____ management.

- a) scientific
- b) behavioral
- c) contingency
- d) laissez-faire

Ans: a

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Level: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Taylor's scientific management sought efficiency in job performance.

6. One of the principles of scientific management is _____.

- a) understanding human needs
- b) flexible time off
- c) training and motivating workers
- d) cross functional teams

Ans: c

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Level: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Taylor's scientific management sought efficiency in job performance.

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7. The president of Sure Products Inc. wants his manufacturing manager to clearly define the steps in the process, train the workers to efficiently do their jobs, and financially reward them on the basis of performance. The president is practicing _____.

- a) contingency thinking
- b) scientific management
- c) Theory Y's beliefs
- d) learning organization principles

Ans: b

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Level: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Taylor's scientific management sought efficiency in job performance.

8. Two key elements of Weber's bureaucracy were fairness and _____.

- a) informality
- b) history
- c) participation
- d) efficiency

Ans: d

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Level: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Weber's bureaucratic organization is supposed to be efficient and fair.

9. According to Max Weber, a(n) _____ is a rational and efficient form of organization based on logic, order, and legitimate authority.*

- a) learning organization
- b) adhocracy
- c) government agency
- d) bureaucracy

Ans: d

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Level: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Weber's bureaucratic organization is supposed to be efficient and fair.

*Note to Professor: All questions that have an asterisk * are also questions that appear in the student quizzes for this text that are posted on the student companion website.

10. If Weber were able to see today's bureaucracies in action, he would most likely be:

- a) pleased.
- b) disappointed.
- c) indifferent.
- d) optimistic.

Ans: b

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Level: Difficult

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Weber's bureaucratic organization is supposed to be efficient and fair.

11. Which of the following is NOT a part of Max Weber's bureaucracy?*

- a) Division of labor
- b) Formal rules and procedures
- c) Employees' personal needs
- d) Careers based on merit

Ans: c

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Level: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Weber's bureaucratic organization is supposed to be efficient and fair.

12. Millennials consist of those born between _____.

- a) 1950-1960
- b) 1961-1972
- c) 1983-1981
- d) 1982-1996

Ans: d

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Level: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Weber's bureaucratic organization is supposed to be efficient and fair.

13. The writings of Fayol are the basis for our modern understanding of:

- a) the three managerial skill sets.
- b) the four functions of management.
- c) the key managerial roles.

*Note to Professor: All questions that have an asterisk * are also questions that appear in the student quizzes for this text that are posted on the student companion website.

- d) the four P's of marketing.
- e) scientific management.

Ans: b

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Level: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Fayol's administrative principles describe managerial duties and practices.

14. The five duties of management, according to Fayol, are foresight, organization, command, coordination, and _____.
- a. insight
 - b. analysis
 - c. accountability
 - d. control

Ans: d

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Level: Difficult

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Fayol's administrative principles describe managerial duties and practices.

15. The individual considered by many to be a prophet of today's management style is _____.*
- a) Frederick Taylor
 - b) Mary Parker Follett
 - c) Max Weber
 - d) Abraham Maslow

Ans: b

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Follett viewed organizations as communities of cooperative action.

16. Bert and John Jacobs, co-founders of the company Life is Good, suggests that the message of the "Life is Good" brand is to:
- a) strive for perfectionism.
 - b) decide to be happy today.
 - c) be always on the lookout for that special person.
 - d) strive for a big promotion.

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Ans: b

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Level: Easy

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Follett viewed organizations as communities of cooperative action.

17. All of the following “modern” management ideas actually find their roots in the writings of Mary Parker Follett EXCEPT:*

- a) employee ownership.
- b) profit sharing.
- c) gain-sharing plans.
- d) profit above all.

Ans: d

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Follett viewed organizations as communities of cooperative action.

18. Based on the findings of the Hawthorne studies, as a manager you know that:

- a) giving special attention to your employees will likely increase their performance.
- b) increasing the lighting of employees’ work area will increase their performance.
- c) improving the working conditions for your workers will increase their performance.
- d) workers will not sacrifice pay just to keep coworkers happy.
- e) workers react consistently to work conditions and wages.

Ans: a

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: The Hawthorne studies focused attention on the human side of organizations.

19. One of the surprise findings in the Hawthorne studies was that _____.

- a) productivity increased with changes in lighting
- b) productivity was influenced by group behavior
- c) an increase in wages always resulted in an increase in productivity
- d) All of the above

Ans: b

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: The Hawthorne studies focused attention on the human side of organizations.

20. The term “Hawthorne Effect” was used to explain some of the important findings of the Hawthorne studies. What does the term mean?*

- a) Productivity is determined by efficiency.
- b) Physical conditions of work are more important than social relationships.
- c) People given special attention tend to perform as expected.
- d) When jobs are designed scientifically, performance improves.

Ans: c

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: The Hawthorne studies focused attention on the human side of organizations.

21. The Hawthorne studies:

- a) were poorly designed from a research perspective.
- b) provide weak empirical support for their conclusions.
- c) are criticized for generalizing their findings.
- d) represent a shift in research attention from technical to human concerns.
- e) All of the above are true about Hawthorne studies.

Ans: e

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: The Hawthorne studies focused attention on the human side of organizations.

22. The _____ is the tendency of persons singled out for special attention to perform as expected.

- a) management of participative measures
- b) management of scientific alternatives
- c) Hawthorne effect
- d) theory of Y management

Ans: c

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Level: Medium

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Learning Objective 2: Identify the contributions of the behavioral management approaches.
Section Reference: The Hawthorne studies focused attention on the human side of organizations.

23. A(n) _____ is a physiological or psychological deficiency that a person wants to satisfy.*
- a) wish
 - b) need
 - c) expense
 - d) Hawthorne effect

Ans: b

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Level: Easy

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.

24. Maslow's _____ principle states that people act to satisfy unfulfilled needs.*
- a) deficit
 - b) desire
 - c) want
 - d) care

Ans: a

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.

25. According to Maslow, which of the following is in the highest “need” category?
- a) Getting a date for the weekend
 - b) Having a job you love, which also allows you to feel fulfilled
 - c) Having enough money to pay rent
 - d) Being accepted into a fraternity or sorority on campus

Ans: b

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

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Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.

26. _____ originally developed the hierarchy of human needs theory.

- a) Max Weber
- b) Frederick Taylor
- c) Abraham Maslow
- d) Douglas McGregor

Ans: c

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Level: Easy

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.

27. From the Maslow's hierarchy of needs theory, which of the following needs is considered to be the most important?

- a) Safety
- b) Social
- c) Self-actualization
- d) Physiological

Ans: d

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.

28. From the Maslow's hierarchy of needs theory, which of the following needs occupies the highest pedestal in the hierarchy?

- a) Social
- b) Physiological
- c) Self-actualization
- d) Esteem

Ans: c

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Level: Easy

*Note to Professor: All questions that have an asterisk * are also questions that appear in the student quizzes for this text that are posted on the student companion website.

Learning Objective 2: Identify the contributions of the behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.

29. Maslow's progression principle states that _____.*
- a) all needs can be satisfied by everybody
 - b) needs can be satisfied simultaneously
 - c) activated needs are not important in human behavior
 - d) needs must be satisfied sequentially beginning with the lowest

Ans: d

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Level: Difficult

Learning Objective 2: Identify the contributions of the behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.

30. At which level of needs do Maslow's progression principle and deficit principle cease to exist?
- a) Physiological
 - b) Self-actualization
 - c) Safety
 - d) Esteem

Ans: b

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Level: Difficult

Learning Objective 2: Identify the contributions of the behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.

31. Theory X and Theory Y were developed by _____.*
- a) Max Weber
 - b) Frederick Taylor
 - c) Chris Argyris
 - d) Douglas McGregor

Ans: d

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Level: Easy

*Note to Professor: All questions that have an asterisk * are also questions that appear in the student quizzes for this text that are posted on the student companion website.

Learning Objective 2: Identify the contributions of the behavioral management approaches.
Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.

32. Which of the following is NOT a part of Theory X?

- a) Employees like responsibility
- b) Workers are lazy
- c) Workers prefer to follow
- d) Employees like to work

Ans: a

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.
Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.

33. A faculty member complains that her students are lazy, don't really want to be in school, and are very irresponsible in their studies. This faculty member holds a _____ assumption.*

- a) Theory Y
- b) Theory X
- c) Theory A
- d) Theory B

Ans: b

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Level: Difficult

Learning Objective 2: Identify the contributions of the behavioral management approaches.
Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.

34. Theory _____ assumes people are willing to work, accept responsibility, and are self-directed.

- a) Y
- b) Z
- c) X
- d) A

Ans: a

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Level: Easy

Learning Objective 2: Identify the contributions of the behavioral management approaches.
Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.

*Note to Professor: All questions that have an asterisk * are also questions that appear in the student quizzes for this text that are posted on the student companion website.

35. Which of the following is NOT a part of Theory Y?*

- a) Employees like work
- b) Employees want responsibility
- c) Employees are capable of self-control
- d) Employees are creative
- e) All of the above belong to theory Y

Ans: e

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.

36. Argyris would argue that high absenteeism and poor morale is likely due to:*

- a) poorly designed tasks interfering with efficiency.
- b) a poorly defined hierarchy of authority.
- c) a mismatch between management practices and normal adult behavior.
- d) a lack of control and enforcement.
- e) the absence of managerially-defined plans and directions.

Ans: c

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Level: Difficult

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Argyris suggests that workers treated as adults will be more productive.

37. Chris Argyris' beliefs, as presented in his book *Personality and Organization*, are in disagreement with _____.

- a) Theory Y
- b) the Hawthorne studies
- c) the Maslow's hierarchy of needs theory
- d) the management practices found in traditional organizations

Ans: d

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Level: Difficult

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Argyris suggests that workers treated as adults will be more productive.

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38. Management science and _____ apply mathematical techniques to solve management problems.

- a) behavior analysis
- b) contingency theory
- c) operations research
- d) participative management

Ans: c

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Level: Easy

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Managers use quantitative analysis and tools to solve complex problems.

39. The study of how organizations produce goods and services is called _____.*

- a) marketing operations
- b) learning practice
- c) contingency practice
- d) operations management

Ans: d

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Level: Medium

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Managers use quantitative analysis and tools to solve complex problems.

40. A(n) _____ transforms resource inputs from the environment into product outputs.*

- a) administrative staff
- b) closed system
- c) open system
- d) contingency plan

Ans: c

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Level: Medium

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Organizations are open systems that interact with their environments.

41. Modern management thinking would suggest that:

- a) a “best” way to manage does exist.
- b) the discovery of a workable process can be transferred to all other organizations.
- c) once a process is perfected, it will not have to be changed.
- d) the best answer to what works “depends” on the situation.

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e) people are usually on the same page and they can be managed similarly.

Ans: d

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Level: Medium

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Contingency thinking holds that there is no one best way to manage.

42. Matching management practices with different situations is called _____.

- a) classical management
- b) situational analysis
- c) contingency thinking
- d) administrative management

Ans: c

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Level: Medium

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Contingency thinking holds that there is no one best way to manage.

43. Which of the following can be described as the best management style?*

- a) Classical
- b) Participative
- c) Administrative
- d) It depends on the situation

Ans: d

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Level: Medium

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Contingency thinking holds that there is no one best way to manage.

44. Managing with an organization-wide commitment to continuous improvement, product quality, and customer needs is called:

- a) a learning organization.
- b) operations management.
- c) management by objectives.
- d) total quality management.

Ans: d

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*Note to Professor: All questions that have an asterisk * are also questions that appear in the student quizzes for this text that are posted on the student companion website.

Level: Easy

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Quality management focuses attention on continuous improvement.

45. _____ involves always searching for new ways to improve work quality and performance.

- a) Operations management
- b) Continuous improvement
- c) Quantitative analysis
- d) Operations research

Ans: b

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Level: Easy

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Quality management focuses attention on continuous improvement.

True/False

46. Taylor's scientific management sought efficiency in job performance.

Ans: True

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Level: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Taylor's scientific management sought efficiency in job performance.

47. The only goal of scientific management was to increase worker efficiency for the benefit of the company.

Ans: False

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Level: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Taylor's scientific management sought efficiency in job performance.

48. Scientific management emphasizes creativity and risk taking.

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Ans: False

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Level: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Taylor's scientific management sought efficiency in job performance.

49. In an ideal bureaucracy, workers are selected and promoted on ability and performance.

Ans: True

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Level: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Weber's bureaucratic organization is supposed to be efficient and fair.

50. Weber was the first to understand that bureaucracies are inefficient forms of organization that should be avoided.

Ans: False

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Level: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Weber's bureaucratic organization is supposed to be efficient and fair.

51. The work by Henri Fayol can help you understand the functions that you must perform as the manager of a student organization.

Ans: True

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Level: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Fayol's administrative principles describe managerial duties and practices.

52. Fayol's management rule of coordination provides and mobilizes resources to implement a plan.

Ans: False

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Level: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Fayol's administrative principles describe managerial duties and practices.

53. Follett argued that organizations are like communities, where managers and employees should work together without a spirit of domination.

Ans: True

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Level: Easy

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Follett viewed organizations as communities of cooperative action.

54. Follett would say that the successful 21st-century executive must be an inspiring leader who attracts talented people and motivates them in a setting where everyone can do his or her best work.

Ans: True

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Follett viewed organizations as communities of cooperative action.

55. The Hawthorne studies established a clear link between working conditions and worker performance.

Ans: False

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Level: Easy

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: The Hawthorne studies focused attention on the human side of organizations.

56. The reason that worker "human needs" are important to managers is that these needs can cause tensions that may influence work attitudes and behaviors.

Ans: True

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Level: Easy

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Learning Objective 2: Identify the contributions of the behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.

57. Maslow believed that there was no order in which human needs were fulfilled.

Ans: False

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.

58. Having a Theory X view of employees can actually encourage Theory X behaviors in your employees.

Ans: True

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Level: Easy

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.

59. The essence of Argyris' work is that management practices should fit the capabilities of the employees they are used to.

Ans: True

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Argyris suggests that workers treated as adults will be more productive.

60. Another way to look at the work by Argyris is that undesirable employee behaviors may be as much a reflection of a poor management system as it is a matter of poor employees.

Ans: True

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

*Note to Professor: All questions that have an asterisk * are also questions that appear in the student quizzes for this text that are posted on the student companion website.

Section Reference: Argyris suggests that workers treated as adults will be more productive.

61. Operations management is the study of how organizations produce goods and services.

Ans: True

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Level: Easy

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Managers use quantitative analysis and tools to solve complex problems.

62. Modern management accepts the fact that all techniques are contingent upon the unique situation faced by each manager. In other words, there is no one “best” way.

Ans: True

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Level: Easy

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Contingency thinking holds that there is no one best way to manage.

63. Organizational learning is a never ending process of continuous improvement.

Ans: True

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Level: Easy

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Contingency thinking holds that there is no one best way to manage.

64. In the book *Outliers*, Malcolm Gladwell argues that great leaders are born, not made.

Ans: False

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Level: Medium

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Quality management focuses attention on continuous improvement.

Fill-in-the-Blank

*Note to Professor: All questions that have an asterisk * are also questions that appear in the student quizzes for this text that are posted on the student companion website.

65. Scientific management is associated with the management scholar _____.

Ans: Frederick Taylor

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Level: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Taylor's scientific management sought efficiency in job performance.

66. _____ is the science of reducing a job or task to its basic physical motions.

Ans: Motion study

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Level: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Taylor's scientific management sought efficiency in job performance.

67. The _____ is an organizational form known for its clear division of labor, structure, hierarchy of authority, and formalized rules and procedures.

Ans: bureaucracy

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Level: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.

Section Reference: Weber's bureaucratic organization is supposed to be efficient and fair.

68. _____ is considered a prophet of management and one of the most important American women in the fields of civics and sociology.

Ans: Mary Parker Follett

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Level: Easy

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Follett viewed organizations as communities of cooperative action.

*Note to Professor: All questions that have an asterisk * are also questions that appear in the student quizzes for this text that are posted on the student companion website.

69. Following the scientific management era, management thinking moved to include a(n) _____ perspective.

Ans: human resources or behavioral management

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Follett viewed organizations as communities of cooperative action.

70. The _____ studies at the Western Electric Company in Chicago demonstrated the influence of manager treatment of employees on employee performance.

Ans: Hawthorne

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Level: Easy

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: The Hawthorne studies focused attention on the human side of organizations.

71. The highest order of Maslow's hierarchy of needs is _____.

Ans: self-actualization

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Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.

72. McGregor's work focuses on opposing views of human nature, a positive view known as _____ and a negative view known as _____.

Ans: Theory Y, Theory X (in this order!)

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.

73. _____ is the systemic use and analysis of data to solve problems and make informed decisions.

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Ans: Analytics

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Level: Easy

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Managers use quantitative analysis and tools to solve complex problems.

74. The study of how organizations produce goods and services is called _____.

Ans: operations management

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Level: Easy

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Managers use quantitative analysis and tools to solve complex problems.

75. The belief that there is no one best way to manage was called _____.

Ans: contingency thinking

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Level: Easy

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Contingency thinking holds that there is no one best way to manage.

76. Managing with an organization-wide commitment to continuous improvement, product quality, and customer needs is called _____.

Ans: total quality management

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Level: Easy

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Quality management focuses attention on continuous improvement.

77. A(n) _____ consistently achieves excellence while creating a high-quality work environment.

Ans: high-performance organization

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Level: Easy

Learning Objective 3: Recognize the foundations of modern management thinking.

*Note to Professor: All questions that have an asterisk * are also questions that appear in the student quizzes for this text that are posted on the student companion website.

Section Reference: Evidence-based management seeks hard facts about what really works.

Essay

78. Compare the scientific management and the behavioral management approaches. Which is best?

Ans: Scientific management focuses on the interaction of workers and work processes to produce more efficient outcomes, while behavioral management focuses on the experience of workers and the response of workers to various management systems. Neither is “best.” Both perspectives are needed to function effectively in today’s complex environment.

Page: See pages 33, 38-43, 48

Level: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Taylor’s scientific management sought efficiency in job performance.

Section Reference: Follett viewed organizations as communities of cooperative action.

79. Why is it necessary for today’s organizations to embrace contingency thinking?

Ans: With the dynamic, ever changing environment of complex relationships between organizations, their internal members, and the external stakeholders, contingency tells us there is no one best structure or set of processes.

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Level: Medium

Learning Objective 3: Recognize the foundations of modern management thinking.

Section Reference: Contingency thinking holds that there is no one best way to manage.

80. What were the Hawthorne studies about? Discuss their purpose, the process, and the results.

Ans: The Hawthorne studies started in 1924 at the Hawthorne Works, a Western Electric plant in Chicago, Illinois. The purpose of the Studies was to determine how economic incentives and physical conditions affected the productivity of workers.

The process was one of isolating six employees, changing their economic incentives and physical environment and measuring the effect that these changes had on their productivity.

The results were surprising in that the changes had little or no affect on the isolated worker’s productivity. However, it was determined that productivity was influenced by psychological factors such as the group responding to the attention that they were getting, the expectations placed on them and to peer pressure from group members. The studies were terminated in 1932.

*Note to Professor: All questions that have an asterisk * are also questions that appear in the student quizzes for this text that are posted on the student companion website.

Page: See page 40

Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: The Hawthorne studies focused attention on the human side of organizations.

81. What is Maslow's hierarchy of needs? Define each of them beginning with the most basic.

Ans: Maslow's hierarchy of needs beginning with the most basic are **Physiological** –The need for food and shelter; **Safety** –The need for security, protection and stability; **Social – economic** – The need for love, affection, and a sense of belonging in one's relationship with others; **Esteem** – The need for recognition, respect, prestige, and self esteem; **Self-actualization** –The need for self-fulfillment and to use one's abilities to the fullest and most creative extent.

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.

82. Discuss and compare McGregor's Theory X and Theory Y.

Ans: McGregor, in an attempt to convince managers to pay more attention to the social and self-actualization needs of employees, postulated that there were two opposing views of human nature; Theory X and Theory Y. Theory X assumes that people dislike work, lack ambition, are irresponsible and prefer to be led. Theory Y assumes that people want to work, accept responsibility, are self-directed and are creative. McGregor further believed that these two assumptions were self-fulfilling prophecies in the sense that people will behave as you expect them to do.

Theory X managers were thought to have a "command and control" style. Theory Y managers were thought to have a more participative style.

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Level: Medium

Learning Objective 2: Identify the contributions of the behavioral management approaches.

Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.

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