Class:

Date:

# Chapter 02: The Evolution of Management Thinking

- 1. The earliest forms of management were on the needs of people.
  - a. True

Name:

b. False

ANSWER: False

- 2. Management practices and perspectives vary in response to social, political, and economic changes in the larger society.
  - a. True
  - b. False

ANSWER: True

- 3. With a focus on things of production, management focus on meeting human needs for greater motivation and engagement to increase effectiveness.
  - a. True
  - b. False

ANSWER: False

- 4. The struggle to balance the "things of production" with the "humanity of production" has continued from the nineteenth century to today.
  - a. True
  - b. False

ANSWER: True

- 5. Social business is one of the oldest approaches in the evolution of management thinking and practice.
  - a. True
  - b. False

ANSWER: False

- 6. The classical perspective on management emerged during the nineteenth and early twentieth centuries.
  - a. True
  - b. False

ANSWER: True

- 7. The humanistic perspective contains three subfields: scientific management, bureaucratic organizations, and administrative principles.
  - a. True
  - b. False

ANSWER: False

- 8. Frederick W. Taylor developed systems thinking and emphasized the 14 principles of management that should guide managerial behavior.
  - a. True
  - b. False

ANSWER: False

9. Scientific management evolved with the use of precise procedures in place of tradition and rules of thumb.

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| Name:  | Class:  | Date:                                   |
|--|---|---|
| Chapter 02: The Evolution of M   | anagement Thinking                              |   |
| a. True  |   |   |
| b. False   |   |   |
| ANSWER: True   |   |   |
| 10. A criticism of human relations man<br>a. True<br>b. False                            | nagement is that it ignores the social contex   | t and workers' needs.                   |
| ANSWER: False  |   |   |
| I to WER. I tale   |   |   |
| 11. One of the criticisms of scientific a. True  | management is it did not acknowledge varia      | nce among individuals.                  |
| b. False   |   |   |
| ANSWER: True   |   |   |
| 12. Standardization of work and wage a. True b. False                                    | incentives are characteristics of behavioral    | science.                                |
|  |   |   |
| ANSWER: False  |   |   |
| 13. Scientific management developed a. True  | a standard method for performing each job.      |   |
| b. False   |   |   |
| ANSWER: True   |   |   |
| bureaucracy.   | and responsibility, division of labor is one of | of the six characteristics of the ideal |
| a. True  |   |   |
| b. False   |   |   |
| ANSWER: True   |   |   |
| <ul><li>15. Administrative acts and decisions</li><li>a. True</li><li>b. False</li></ul> | recorded in writing is one of the six character | eristics of the ideal bureaucracy.      |
|  |   |   |
| ANSWER: True   |   |   |
| superior.  | e emphasizes that each subordinate receives     | s orders from one—and only one—         |
| a. True  |   |   |
| b. False   |   |   |
| ANSWER: True   |   |   |
| 17. The unity of direction principle proone manager.  a. True                            | oposes that similar activities in an organizat  | ion should be grouped together under    |
| h False  |   |   |

| Name:  | Class:   | Date:                                 |
|--|--|---------------------------------------|
| Chapter 02: The Evolution of Ma  | anagement Thinking   |                                       |
| ANSWER: True   |  |                                       |
| 18. The scalar chain is a hypothetical of departments in an organization.  a. True  b. False | chain that provides horizontal links between u   | unionized workers in different        |
|  |  |                                       |
| ANSWER: False  |  |                                       |
| 19. Scientific management focuses on work flow through the organization. a. True             | employee competence, whereas the administ  | rative principles approach focuses on |
| b. False   |  |                                       |
| ANSWER: False  |  |                                       |
|  | rocates of a more humanistic perspective on rehaviors, needs, and attitudes in the workplace |                                       |
| ANSWER: True   |  |                                       |
| ANSWER: True   |  |                                       |
| 21. Mary Parker Follett's approach to l<br>a. True<br>b. False<br>ANSWER: False              | leadership stressed the importance of enginee  | ering techniques rather than people.  |
|  |  |                                       |
| 22. A social group within an organizat a. True   | ion is part of the informal organization.  |                                       |
| b. False   |  |                                       |
| ANSWER: True   |  |                                       |
| a. True<br>b. False  | the movement towards scientific management   | nt.                                   |
| ANSWER: False  |  |                                       |
| 24. The human relations movement ini give more milk, and satisfied workers a. True           | itially espoused a dairy farm view of manage will produce more work.                         | ment, meaning that contented cows     |
| b. False   |  |                                       |
| ANSWER: True   |  |                                       |
| 25. The Hawthorne studies led to the e performance.  a. True                                 | early conclusion that positive human relations   | s can lead to significantly higher    |

| Name:  | Class:  | Date:                                   |
|--|---|---|
| Chapter 02: The Evolution of M                   | Ianagement Thinking   |   |
| b. False   |   |   |
| ANSWER: True                                     |   |   |
|  | ions can take advantage of the imagination ar                                       | nd intellect of all of their employees. |
| a. True  |   |   |
| b. False<br>ANSWER: True                         |   |   |
| ANSWER. True                                     |   |   |
|  | Theory X and Theory Y provide two oppositement and responsibility, whereas Theory Y |   |
| b. False   |   |   |
| ANSWER: False                                    |   |   |
| AVSWER. Palse                                    |   |   |
| 28. An assumption of Theory Y is that cossible.  | at the average human being has an inherent di                                       | islike of work and will avoid it if     |
| a. True  |   |   |
| b. False   |   |   |
| ANSWER: False                                    |   |   |
| 29. Systems thinking develops theoric            | es about human behavior based on scientific   | methods and study.                      |
| b. False   |   |   |
| ANSWER: False                                    |   |   |
| 30. Organization development is a sp<br>a. True  | ecific set of management techniques based in  | the behavioral sciences approach.       |
| b. False   |   |   |
| ANSWER: True                                     |   |   |
| a. True  | ne satisfaction of employees' basic needs as the                                    | ne key to increased productivity.       |
| b. False   |   |   |
| ANSWER: False                                    |   |   |
| 32. Management science uses qualita a. True      | tive data in management decision making.  |   |
| b. False   |   |   |
| ANSWER: False                                    |   |   |
| 33. The field of management that spe management. | cializes in the physical production of goods of                                     | or services refers to operations        |
| a. True  |   |   |
| b. False   |   |   |

| Name:  | Class:  | Date:                                |
|--|---|--------------------------------------|
| Chapter 02: The Evolution of Man   | agement Thinking  |                                      |
| ANSWER: True   |   |                                      |
| 34. Information technology is the most re<br>a. True<br>b. False                           | ecent subfield of the quantitative perspectiv   | e.                                   |
| ANSWER: True   |   |                                      |
|  | managers and others who base their decision distributed and sophisticated computer to |                                      |
| a. True  |   |                                      |
| b. False   |   |                                      |
| ANSWER: True   |   |                                      |
| changing interaction among those elemer a. True  | see both the distinct elements of a system onts.                                      | or situation and the complex and     |
| b. False   |   |                                      |
| ANSWER: False  |   |                                      |
| rational form of organizing.   | reat to basic personal liberties but also reco  | gnized it as the most efficient and  |
| a. True  |   |                                      |
| b. False   |   |                                      |
| ANSWER: True   |   |                                      |
| 38. Discerning circles of causality is an in a. True                                       | mportant element of systems thinking.   |                                      |
| b. False   |   |                                      |
| ANSWER: True   |   |                                      |
| organization in order to understand the sy<br>a. True                                      | at managers need to understand the synergy ynergy of the whole organization.          | of the separate elements of the      |
| b. False   |   |                                      |
| ANSWER: False  |   |                                      |
| <ul><li>40. The contingency view tells managers</li><li>a. True</li><li>b. False</li></ul> | that what works in one organizational situa   | ation works in all other situations. |
| ANSWER: False  |   |                                      |
|  |   |                                      |
| 41. Big data analytics is used by most con   | rporations today.   |                                      |
| a. True  |   |                                      |
| b. False   |   |                                      |

| Name:   | Class:   | Date:                                   |
|---|--|---|
| Chapter 02: The Evolution of Mar  | nagement Thinking  |   |
| ANSWER: False   |  |   |
| <ul><li>42. Big data analytics can be thought of</li><li>a. True</li><li>b. False</li><li>ANSWER: False</li></ul> | a direct descendant of the behavioral scien  | nces approach to management.            |
|   | ce is a reduced amount of money spent on t   | training and development.               |
| a. True<br>b. False   | 7 1  |   |
| ANSWER: False   |  |   |
| 44. Out of all of the management perspe<br>a. True<br>b. False  | ectives, the classical perspective has been so   | trongest from the 1950s until today.    |
| ANSWER: False   |  |   |
| 45. Millennial employees are the most ea. True b. False   | ducated generation in the history of the Un  | nited States.                           |
| ANSWER: True  |  |   |
| 46. Two ideas related to a technology-dr a. True b. False   | riven workplace are the bossless work envi   | ronment and employee engagement.        |
| ANSWER: False   |  |   |
| processing, from obtaining raw material a. True   | managing the sequence of suppliers and pu<br>s to distributing finished goods to consume |   |
| b. False  ANSWER: True  |  |   |
| a. True<br>b. False   | ment assumes a universalist view as oppose   | ed to a case view.                      |
| ANSWER: True  |  |   |
| <ul><li>49. A supply chain is a network of multi services.</li><li>a. True</li><li>b. False</li></ul>             | ple businesses and individuals that are con  | nnected through the flow of products or |
| ANSWER: True  |  |   |
| 50. Which of the following statements re  | egarding studying history is not true?   |   |

| Name:  | Class:  | Date:                            |
|--|---|----------------------------------|
| Chapter 02: The Evolution of Managen   | nent Thinking   |                                  |
| <ul> <li>a. Studying history is a way to improve co</li> <li>b. Studying history means developing an o</li> <li>c. Studying history is a way to achieve str</li> <li>d. Studying history means arranging even</li> <li>e. None of these statements are correct.</li> </ul> ANSWER: d | understanding of the impact of socient ategic thinking. | etal forces on organizations.    |
| <ul> <li>51. Which of the following management persp</li> <li>a. Total quality management</li> <li>b. Contingency view</li> <li>c. Social business</li> <li>d. Systems thinking</li> <li>e. Humanistic perspective</li> </ul> ANSWER: e  | ectives occurred first?                                 |                                  |
| 52. A focus on occurs when manal engagement to increase effectiveness.  a. humanity of production b. adequate manpower c. things of production d. operations management e. things of efficiency  | agement focus is on meeting human                       | needs for greater motivation and |
| ANSWER: a  |   |                                  |
| <ul> <li>53. Which of the following characteristics desc</li> <li>a. Hesitant to question their superiors</li> <li>b. Less educated than their peers</li> <li>c. Globally conscious</li> <li>d. Technologically inept</li> <li>e. Hesitant to challenge the status quo</li> </ul>    | cribe Millennial employees, in gene                     | ral?                             |
| ANSWER: c  |   |                                  |
| 54. Jessica is a recent college graduate who gracollaborative work environment that is challen Based on this information, Jessica is most like a. Baby Boomer b. Generation X c. Millennial d. Generation Z e. Traditionalist  | ging and supportive and has many                        |                                  |
| ANSWER: c  |   |                                  |
| 55. Which of the following is considered to be   | a social media program?                                 |                                  |

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a. Company online community page

| Name:  | Class:                                     | Date:                                   |
|--|--|---|
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| b. Video channel   |  |   |
| c. Microblogging platform  |  |   |
| d. Wiki for virtual collaboration  |  |   |
| e. All of these  |  |   |
| ANSWER: e  |  |   |
| 56. What do Kaiser Permanente, General   | Motors, and Morgan Stanley Wealth Ma       | anagement have in common?               |
| a. They are all pioneers in using scien  | ntific management.                         |   |
| b. They all use social media technolo  | gy to connect with their customers.        |   |
| c. They are all currently experimenting  | ng with a bossless workplace.              |   |
| d. They were early advocates of using  | g quantitative techniques to facilitate ma | nagement decision making.               |
| e. None of these   |  |   |
| ANSWER: b  |  |   |
| 57. The nineteenth and early twentieth cer   | nturies saw the development of which m     | anagement perspective?                  |
| a. Human relations movement  |  |   |
| b. Behavioral sciences approach  |  |   |
| c. Classical perspective   |  |   |
| d. Contingency view  |  |   |
| e. Systems thinking  |  |   |
| ANSWER: c  |  |   |
| 58. Which of the following perspectives e to turn organizations into efficient operati |  | h to the study of management and sought |
| a. Humanistic perspective  |  |   |
| b. Behavioral sciences approach  |  |   |
| c. Classical perspective   |  |   |
| d. Contingency view  |  |   |
| e. Systems thinking  |  |   |
| ANSWER: c  |  |   |
| 59 Which of the following is a subfield o  | f the classical management perspective (   | that emphasized scientifically          |

- 59. Which of the following is a subfield of the classical management perspective that emphasized scientifically determined jobs and management practices as the solution to improving labor productivity?
  - a. Human relations movement
  - b. Behavioral sciences approach
  - c. Management science
  - d. Systems thinking
  - e. Scientific management

ANSWER: e

- 60. Frank Gilbreth felt that efficiency equated with:
  - a. one best way to do work.
  - b. leadership flows from the top down.
  - c. procedures and policies.

| Name:  | Class:                                    | Date:                                   |
|--|---|---|
| Chapter 02: The Evolution of Manage  | ment Thinking                             |   |
| d. scientific management.  |   |   |
| e. bureaucracy.  |   |   |
| ANSWER: a  |   |   |
| 61. Time and motion studies that resulted in obioneered by:                                      | drastic reduction in the time that pation | ents spent on the operating table were  |
| a. Edward Deming.  |   |   |
| b. Henry Gantt.  |   |   |
| c. Max Weber.  |   |   |
| d. Mary Parker Follett.  |   |   |
| e. Frank Gilbreth.   |   |   |
| ANSWER: e  |   |   |
| 62. Who is considered the "first lady of mana  | gement?"                                  |   |
| a. Mary Parker Follett   |   |   |
| b. Lillian Gilbreth  |   |   |
| c. Carly Fiorona   |   |   |
| d. Maxine Weber  |   |   |
| e. Anne Adams  |   |   |
| ANSWER: b  |   |   |
| 63. The four subfields of the classical perspectation as management science, behavioral science. |   | ative principles.                       |
| b. bureaucratic organizations, management  |   |   |
| c. administrative principles, bureaucratic   | •   |   |
| d. scientific management, management s   | •   | _                                       |
| e. none of these.  | oronee, systems unmang, and manag         | ement serence.                          |
| ANSWER: c  |   |   |
| 54 is considered the "father of s  | cientific management "                    |   |
| a. Frank B. Gilbreth   | erentific management.                     |   |
| b. Elton Mayo  |   |   |
| c. Henry Gantt   |   |   |
| d. Douglas McGregor  |   |   |
| e. Frederick W. Taylor   |   |   |
| ANSWER: e  |   |   |
| 55. Which of the following is a her graph the  | t massures planned and completed w        | early along analystoga of production by |
| 55. Which of the following is a bar graph tha ime elapsed?                                       | i incasures pianneu anu completeu w       | ork along each stage of production by   |
| a. Time and work chart   |   |   |
| b. Gantt chart   |   |   |
| c. Time and motion chart   |   |   |
| d. Production and delivery chart   |   |   |

e. Gilbreth chart

| Name:   | Class:             | Date: |
|---|--------------------|-------|
| Chapter 02: The Evolution of Man                                    | agement Thinking   |       |
| ANSWER: b   |                    |       |
| 66. Frederick Taylor's contributions were a. scientific management. | e in the field of: |       |
| b. the human resources perspective.                                 |                    |       |
| c. the human relations movement.                                    |                    |       |
| d. management science.  |                    |       |

41 1 1 1 1

e. the behavioral sciences approach.

ANSWER: a

- 67. Which of the following is not a criticism of scientific management?
  - a. It did not appreciate the social context of work.
  - b. It did not appreciate the higher needs of workers.
  - c. It did not appreciate the careful study of tasks and jobs.
  - d. It did not acknowledge variance among individuals.
  - e. It tended to regard workers as uninformed and ignored their ideas and suggestions.

ANSWER: c

- 68. Standardization of work and wage incentives are characteristics of:
  - a. bureaucratic organizations.
  - b. scientific management.
  - c. management science.
  - d. systems thinking.
  - e. behavioral sciences.

ANSWER: b

- 69. Which of the following is a major criticism of scientific management?
  - a. It ignored the social context of work.
  - b. It ignored the impact of compensation on performance.
  - c. It overemphasized individual differences.
  - d. It overemphasized the intelligence of workers.
  - e. It emphasized the social context of work.

ANSWER: a

- 70. The assembly line is most consistent with which of the following general principles of management?
  - a. Unity of command
  - b. Division of work
  - c. Authority
  - d. Scalar chain
  - e. None of these

ANSWER: b

- 71. The bureaucratic organizations approach is a subfield within:
  - a. the classical perspective.

| Name:   | Class:                                    | Date:                    |
|---|---|--------------------------|
| Chapter 02: The Evolution of Mana   | gement Thinking                           |                          |
| b. systems thinking.  |   |                          |
| c. scientific management.   |   |                          |
| d. the humanistic perspective.  |   |                          |
| e. management science.  |   |                          |
| ANSWER: a   |   |                          |
| 72. According to Weber's ideas on bureauc   | cracy, organizations should be based on:  | :                        |
| a. personal loyalty.  |   |                          |
| b. personal references.   |   |                          |
| c. rational authority.  |   |                          |
| d. family ties.   |   |                          |
| e. charismatic authority.   |   |                          |
| ANSWER: c   |   |                          |
| 73. Whereas scientific management focuse  |   | ples approach focuses on |
| a. individual productivity; the total or  |   |                          |
| b. organization productivity; individua   |   |                          |
| c. efficient procedures; management b   | • • •                                     |                          |
| d. employee ability; employee loyalty   |   |                          |
| e. employee competence; work flow t   | hrough the organization                   |                          |
| ANSWER: a   |   |                          |
| 74. Archies' Antiques, Inc., is characterize authority and responsibility. These characterizes a scientific management. | • •                                       | * *                      |
| b. the bureaucratic organizations appr  | oach                                      |                          |
| c. management science.  | out.                                      |                          |
| d. the human resources perspective.   |   |                          |
| e. all of these.  |   |                          |
| ANSWER: b   |   |                          |
| 75. All of the following are characteristics  | of Weberian bureaucracy except:           |                          |
| a. labor is divided with clear definitio  | • •                                       |                          |
| b. positions are organized in a hierarch  | hy, with each position under the authorit | ty of a higher one.      |
| c. all personnel are selected and prom  | noted based on technical qualifications.  |                          |
| d. administrative acts and decisions ar   | re recorded in writing.                   |                          |
| e. management is the same as the own  | nership of the organization.              |                          |
| ANSWER: e   |   |                          |
| 76. Max Weber felt selection of employee  | s should be based on:                     |                          |
| a. education.   |   |                          |
| b. competence.  |   |                          |

c. connections.

| Name:  | Class:                                | Date:                                   |
|--|---------------------------------------|---|
| Chapter 02: The Evolution of Manageme  | ent Thinking                          |   |
| d. political skills.   |                                       |   |
| e. efficient systems.  |                                       |   |
| ANSWER: b  |                                       |   |
| 77. Matrix Dress Designs operates using the cormanagement facilitating rather than controlling a. Administrative principles approach b. Bureaucratic organizations approach c. Scientific management |                                       |   |
| d. Humanistic perspective  |                                       |   |
| e. Behavioral sciences approach  |                                       |   |
| ANSWER: d  |                                       |   |
| 78. Positions organized in a hierarchy of authoria. scientific management.   | ity is an important characteristic of | f:                                      |
| b. the bureaucratic organizations approach.  |                                       |   |
| c. management science.   |                                       |   |
| d. the human relations movement.   |                                       |   |
| e. the behavioral sciences approach.   |                                       |   |
| ANSWER: b  |                                       |   |
| <ul><li>79. UPS is successful in the package delivery m</li><li>a. globalization.</li><li>b. employee flexibility.</li></ul>   | arket. One important reason for the   | is success is the concept of:           |
| c. loose standards.  |                                       |   |
| d. bureaucracy.  |                                       |   |
| e. a nonbureaucratic organizational system.  |                                       |   |
| ANSWER: d  |                                       |   |
| 80. Mary Parker Follett contributed to which of a. Humanistic perspective  | the following perspectives on man     | nagement?                               |
| b. Scientific management   |                                       |   |
| c. Social business   |                                       |   |
| d. Management science  |                                       |   |
| e. Systems thinking  |                                       |   |
| ANSWER: a  |                                       |   |
| 81. The principle that similar activities in an org  | ganization should be grouped toget    | her under one manager is the essence of |
| a. unity of command.   |                                       |   |
| b. division of work.   |                                       |   |
| c. unity of direction.   |                                       |   |
| d. scalar chain.   |                                       |   |

e. adequate manpower.

| Name:  | Class:  | Date:                                      |
|--|---|--|
| Chapter 02: The Evolution of Manag   | gement Thinking                               |  |
| ANSWER: c  |   |  |
| 82. The use of specialization to produce m general management principle of: a. unity of command.   | ore and better work with the same amou        | ant of effort is consistent with Fayol's   |
| b. unity of direction.   |   |  |
| c. scalar chain.   |   |  |
| d. division of work.   |   |  |
| e. adequate manpower.  |   |  |
| ANSWER: d  |   |  |
| 83. Genex Dynamics is a ballistics compar<br>These are part of which management philo<br>a. Administrative principles approach<br>b. Bureaucratic organizations approac  | sophy?  | er chain, and division of work principles. |
| c. Scientific management   | П   |  |
| _  |   |  |
| d. Humanistic resources perspective  |   |  |
| e. Behavioral sciences approach  |   |  |
| ANSWER: a  |   |  |
| 84 refers to a chain of author employee.  a. Unity of command b. Division of labor c. Unity of direction d. The scalar chain e. Adequate manpower  ANSWER: d   | ity extending from top to the bottom of       | the organization and including every       |
| <ul> <li>85. Mary Parker Follett's approach to leader</li> <li>a. systems</li> <li>b. top managers</li> <li>c. people</li> <li>d. efficiencies</li> <li>e. floor managers</li> </ul>   | ership stressed the importance of             | , rather than techniques.                  |
| ANSWER: c  |   |  |
| 86. Which of the following was a key find: a. Stronger lighting increased product b. More money resulted in increased p c. Productivity declined in all experim d. Higher temperatures reduced produ e. Human relations increased producti | ivity.<br>productivity.<br>pents.<br>ctivity. |  |

ANSWER: e

| Name:  | Class:   | Date:                         |
|--|--|-------------------------------|
| Chapter 02: The Evolution of M   | Management Thinking                                |                               |
| a. bureaucracy   | could help a poorly managed organization.          |                               |
| <ul><li>b. line managers</li><li>c. efficiencies</li></ul>   |  |                               |
| d. informal relationships  |  |                               |
| e. top-down flow of information  |  |                               |
| ANSWER: d  |  |                               |
| or inaccurate conclusions.   | wthorne studies provided the impetus for           | _, despite flawed methodology |
| <ul><li>a. the classical perspective</li><li>b. the human relations movement</li></ul>                                   | nt .   |                               |
| c. scientific management   | ı  |                               |
| d. the bureaucratic organizations  | s approach   |                               |
| e. systems thinking  |  |                               |
| ANSWER: b  |  |                               |
| 89. A social group within an organiz a. formal organizational structur b. informal organization.                         | -  |                               |
| c. scalar chain.   |  |                               |
| d. reorganization process.   |  |                               |
| e. top management level.  ANSWER: b  |  |                               |
| 90. A significant contribution of Che a. bureaucracy.  | ester Barnard was the concept of:                  |                               |
| b. the informal organization.  |  |                               |
| c. organization development.   |  |                               |
| d. scientific management.  |  |                               |
| e. the traditional theory of autho   | ority.   |                               |
| ANSWER: b  |  |                               |
| <ul><li>a. top management.</li><li>b. design of job tasks.</li><li>c. floor managers.</li><li>d. efficiencies.</li></ul> | e of management combines motivation theories with: |                               |
| e. profit maximization.  |  |                               |
| ANSWER: b  |  |                               |

92. A "dairy farm" view of management (i.e., just as contented cows give more milk, satisfied workers will produce more

work) was espoused by:

| Name:   | Class:                                  | Date:                      |
|---|---|----------------------------|
| Chapter 02: The Evolution of Manager  | ment Thinking                           |                            |
| a. the human relations movement.  |   |                            |
| b. the human resources perspective.   |   |                            |
| c. the behavioral sciences approach.  |   |                            |
| d. management science.  |   |                            |
| e. none of these.   |   |                            |
| ANSWER: a   |   |                            |
| 93. Maslow's hierarchy of needs started with  | which of following needs?               |                            |
| a. Esteem   |   |                            |
| b. Self-actualization   |   |                            |
| c. Safety   |   |                            |
| d. Physiological  |   |                            |
| e. Belongingness  |   |                            |
| ANSWER: d   |   |                            |
| 94. Tommy believes his employees are respon   | nsible, creative, and able to work with | minimal direction. He is a |
| a. Theory X   |   |                            |
| b. Theory Y   |   |                            |
| c. Theory Z   |   |                            |
| d. Theory A   |   |                            |
| e. tradtionalist  |   |                            |
| ANSWER: b   |   |                            |
| 95. Theory X and Theory Y were developed b  | hv:                                     |                            |
| a. Douglas McGregor.  |   |                            |
| b. Henry Gantt.   |   |                            |
| c. Max Weber.   |   |                            |
| d. Mary Parker Follett.   |   |                            |
| e. Frank Gilbreth.  |   |                            |
| ANSWER: a   |   |                            |
| 96. Beth Brant, production supervisor at Trustresponsibility, and therefore need to be control.  a. Theory X b. Theory Y c. realistic d. Theory Z |   |                            |
| e. Theory J   |   |                            |
| ANSWER: a   |   |                            |
| 97. According to Douglas McGregor, the clasabout workers.  a. Theory X  | ssical perspective on management was    | based on assumptions       |

| Chapter 02: The Evolution of Management Thinking  |
|---|
| b. Theory Y c. Theory Z d. Theory A e. realistic  |
| ANSWER: a   |
| 98. The behavioral sciences approach is based on which of the following disciplines?  a. Anthropology b. Economics c. Sociology d. Psychology e. All of these   |
| ANSWER: e   |
| <ul> <li>99. Organization development is one specific set of management techniques based in:</li> <li>a. management science.</li> <li>b. systems thinking.</li> <li>c. the behavioral sciences approach.</li> <li>d. scientific management.</li> <li>e. the administrative principles approach.</li> </ul>  |
| e. the administrative principles approach.  ANSWER: c   |
| ANSWER. C   |
| <ul> <li>100. Forestville Freeze is regionally known for its employee training programs. Managers at Freeze conduct research to determine the best candidate interviewing techniques. This involves the use of: <ul> <li>a. the administrative principles approach.</li> <li>b. the bureaucratic organizations approach.</li> <li>c. the behavioral sciences approach.</li> </ul> </li> </ul> |
| d. the human resources perspective.   |
| e. scientific management.   |
| ANSWER: c   |
| 101. Management science emerged after World War II to treat problems associated with: a. modern global warfare.   |
| b. environmental issues.  |
| c. employee involvement.  |
| d. Germany.   |
| e. improving manufacturing.   |
| ANSWER: a   |
| 102. Which of the following refers to the management thinking and practice that stresses the satisfaction of employees' basic needs as the key to increased worker productivity?  |

Class:\_\_

Date:\_\_\_

b. Human resources perspective

a. Scientific management

c. Management science

Name:

| Name:  | Class:                                | Date:                                     |
|--|---------------------------------------|---|
| Chapter 02: The Evolution of Managem   | ent Thinking                          |   |
| d. Behavioral sciences approach  |                                       |   |
| e. Human relations movement  |                                       |   |
| ANSWER: e  |                                       |   |
| 103. Within his role as a financial accountant, I nelp clients keep track of their finances. Which a. Quantitative perspective b. Qualitative perspective c. Administrative principles approach  |                                       |   |
| d. Behavioral sciences approach  |                                       |   |
| e. Scientific management   |                                       |   |
| ANSWER: a  |                                       |   |
| 104 emphasizes the importance of well as social interactions and group processes.  a. The humanistic perspective b. The classical perspective c. Scientific management d. The bureaucratic organizations approach                        | · ·                                   | needs, and attitudes in the workplace, as |
|  | •                                     |   |
| e. The contingency view  |                                       |   |
| ANSWER: a  |                                       |   |
| <ul><li>105. Most early interpretations of the Hawthorn</li><li>a. money.</li><li>b. days off.</li><li>c. human relations.</li></ul>   | ne studies argued that the factor tha | t best explained increased output was:    |
| d. lighting.   |                                       |   |
| e. free food.  |                                       |   |
| ANSWER: c  |                                       |   |
| <ul> <li>106. Disney's FastPass program is an example of a. unity of direction.</li> <li>b. quantitative techniques.</li> <li>c. big data analytics.</li> <li>d. qualitative techniques.</li> <li>e. supply chain management.</li> </ul> | of the application of:                |   |
|  |                                       |   |
| ANSWER: b  |                                       |   |
| 107. Operations research grew directly out of V a. group dynamics.   | Vorld War II groups and is based or   | n:  |
| b. employees in crisis.  |                                       |   |
| c. production in turbulent times.  |                                       |   |
| d. mathematical model building.  |                                       |   |

e. none of these.

| Name:   | Class:  | Date:  |
|---|---|--|
| Chapter 02: The Evolution of Manage   | ment Thinking   |  |
| ANSWER: d   |   |  |
| 108. Which of the following refers to financi analysis, under the assumption that using adversal predict how the market works?  a. "Stems"  b. "Yuppies"  c. "Quals"  d. "Quants"  e. "Fins"  ANSWER: d   |   |  |
| 109. The most recent subfield of the quantita information systems designed to provide rele a. operations research b. operations management c. information technology d. systems thinking e. infrastructure development ANSWER: c  | tive perspective is, whice vant information to managers in a tire   | ch is often reflected in management mely and cost-efficient manner.      |
| <ul> <li>110. The teamwork philosophy is based in pathan five people working individually. This pathan five people working individually.</li> <li>b. entropy.</li> <li>c. synergy.</li> <li>d. feedback.</li> <li>e. quality.</li> </ul> ANSWER: c  |   |  |
| <ul> <li>111. By using the personal data that you put searches through all that data to identify and a. social business.</li> <li>b. engagement.</li> <li>c. management science.</li> <li>d. synergy.</li> <li>e. big data analytics.</li> <li>ANSWER: e</li> <li>112. Georgia, an airline CEO, often looks for rhythm, flow, direction, shape, and networks allows Georgia to see the structures that under the search of the search</li></ul> | suggest potential "friends." This is an appropriate patterns of movement within the air of relationships. This type of activity | rline industry, focusing on the qualities of y, referred to as thinking, |
| <ul><li>a. systems</li><li>b. qualitative</li><li>c. quantitative</li></ul>   |   |  |

| Name:  | Class:                                       | Date:                          |
|--|--|--------------------------------|
| Chapter 02: The Evolution of Manage  | ement Thinking                               |                                |
| d. conceptual  |  |                                |
| e. contingency   |  |                                |
| ANSWER: a  |  |                                |
| 113. Which of the following is not an assumption   | ption of Theory Y?                           |                                |
| a. The average human being learns, und   | •  | ot but to seek responsibility. |
| b. The capacity to exercise a relatively horganizational problems is narrowly d                                | igh degree of imagination, ingenuity,        |                                |
| <ul> <li>c. External control and the threat of pun<br/>organizational objectives.</li> </ul>                   | ishment are not the only means for bri       | inging about effort toward     |
| <ul> <li>d. Under the conditions of modern indus<br/>only partially utilized.</li> </ul>                       | strial life, the intellectual potentialities | of the average human being are |
| e. The expenditure of physical and ment  | al effort in work is as natural as play      | or rest.                       |
| ANSWER: b  |  |                                |
| 114. It is often difficult to make decisions ab  | out subsystems because they are:             |                                |
| a. interdependent.   |  |                                |
| b. independent.  |  |                                |
| c. managed differently.  |  |                                |
| d. filled with employees.  |  |                                |
| e. organizationally based.   |  |                                |
| ANSWER: a  |  |                                |
| 115. After decades of being a manager, Jeffr company is likely to be ineffective for a difference perspective? |  |                                |
| a. Systems thinking  |  |                                |
| b. Contingency view  |  |                                |
| c. Social business   |  |                                |
| d. Scientific management   |  |                                |
| e. None of these   |  |                                |
| ANSWER: b  |  |                                |
| 116. Henri Fayol and Charles Clinton Spaulo a. management science.   | ling were significant contributors to:       |                                |
| b. the human relations movement.   |  |                                |
| c. the administrative principles approach  | 1.   |                                |
| d. systems thinking.   |  |                                |
| e. scientific management.  |  |                                |
| ANSWER: c  |  |                                |
| 117. In a(n), every situation is v   | riewed as unique.                            |                                |
| a. universalist  |  |                                |
| b. contingency   |  |                                |

| Chapter 02: The Evolution of Management Thinking   |
|--|
| c. case  |
| d. scientific management   |
| e. autonomy  |
| ANSWER: c  |
| 118. In order to determine how to deal with a problem employee, Sharon evaluated the employee, the problem, and the                    |
| context in which the problem occurred. She is applying which of the following perspectives?  a. Participative view                     |
| b. Universalist view   |
| c. Autonomy view   |
| d. Contingency view  |
| e. Humanist view   |
| ANSWER: d  |
| 119. A consultant who recommends the effectiveness of sensitivity training to every organization he serves is violating the basics of: |
| a. systems thinking.   |
| b. organization development.   |
| c. contingency view.   |
| d. scientific management.  |
| e. the acceptance theory of authority.   |
| ANSWER: c  |
| 120. Which of the following has been called the "father of African-American management"?   |
| a. Max Weber<br>b. Frank B. Gilbreth   |
| c. Peter Drucker   |
| d. Charles Clinton Spaulding   |
| e. Frederick Winslow Taylor  |
| ANSWER: d  |
|  |
| 121. Which of the following is an advantage that social media technology offers?  a. Improved efficiency                               |
| b. Improved communication and collaboration within and across firms  |
| c. Strong, more authentic relationships between managers and employees   |
| d. Knowledge sharing   |
| e. All of these  |
| ANSWER: e  |
| 122. Which of the following is not an advantage to a bossless work environment?  a. Increased flexibility                              |
| b. Greater employee initiative   |
| c. Higher overhead costs   |

Page 20

d. Greater employee commitment Copyright Cengage Learning. Powered by Cognero.

Name: \_\_\_\_\_ Date: \_\_\_\_\_

| Chapter 02: The Evolution of Management Thinking   |
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| e. Better and faster decision making  ANSWER: c  |
| ANSWER. C  |
| 123. Deutsche Post DHL Group (DHL) has a culture that encourages job satisfaction. Some examples of the tactics the company uses include thanking employees for their contributions through thank-you notes and monetary rewards, supporting career development, and communicating honestly with employees. Thus, it can be said that DHL uses employee tactics to manage their workers. |
| a. synergy   |
| b. collaboration   |
| c. engagement  |
| d. empowerment   |
| e. bureaucracy   |
| ANSWER: c  |
| 124. In the "2015 Management Tools and Trends" survey by Bain & Company, top concerns of managers as revealed in the survey include all of the following except:   |
| a. the threat of cyber attacks.  |
| b. the pace of change brought about by digital technologies.   |
| c. increasing costs and slow growth.   |
| d. decreasing customer loyalty.  |
| e. pessimism about the economy recovery.   |
| ANSWER: e  |
| 125. Which of the following refers to managing the sequence of suppliers and purchasers and covers all stages of processing, from obtaining raw materials to distributing finished goods to consumers?  a. E-commerce  |
| b. Social business   |
| c. Supply chain management   |
| d. Knowledge management  |
| e. Customer relationship management  |
| ANSWER: c  |
| 126. According to a recent survey conducted by Bain & Company, which management tool or technique is the most  |
| popular among managers and executives in North American firms?  a. Customer relationship management  |
| b. Outsourcing   |
| c. Total quality management  |
| d. Employee engagement surveys   |
| e. Benchmarking  |
| ANSWER: d  |
| 127. According to a recent survey conducted by Bain & Company, which management tool or technique is most popular  |

Class:

in global organizations today?a. Benchmarkingb. Big data analytics

Name:

Date:

| Name: | Class: | Date: |
|-------|--------|-------|
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- c. Supply chain management
- d. Customer relationship management
- e. Employee engagement surveys

ANSWER: d

#### Scenario - Britney Marr

The opportunity to gain a foothold in the snack cracker industry had just been found. Britney Marr, an account executive manager for Baked Wheat Industries, had developed an interest in wheat crackers two months ago when one of her newly hired account execs, Amy Bender, had convinced her about the high margins and promising future associated with that market. Marr had always believed that if you do your homework in hiring the best people, then it only makes sense to listen to their recommendations and implement their suggestions.

Marr had given her approval to Bender to explore opportunities to move into this promising new market. This morning, Bender had reported that the Jackson Corporation had severed its contract with Feel Good Crackers Incorporated. Apparently, the Feel Good salesman had shared sensitive information about Jackson at a cocktail party. Bender had already established a good relationship with Feel Good buyers, and so she recognized this as an opportunity to expand her market into wheat crackers.

### 128. Marr's behavior provides an example of:

- a. the use of the scalar chain.
- b. division of organization.
- c. the principle of inversion.
- d. unity of direction.
- e. all of these.

ANSWER: d

#### 129. Marr's management style reflects a belief in:

- a. Theory Y.
- b. developing her employees through control.
- c. Theory X.
- d. all of these.
- e. none of these.

ANSWER: a

#### 130. From a systems thinking perspective,:

- a. Marr should manage the separate units of Baked Wheat Industries independently.
- b. Marr should listen to and reward her people well to increase synergy.
- c. the Jackson account was lost because Feel Good was too closed to its environment.
- d. all of these.
- e. none of these.

ANSWER: b

#### 131. The contingency view recommends:

- a. Marr should manage all of her employees the way she manages Bender.
- b. the goal of every manager should be high return on investment (ROI), so Marr should expand her market only

| Name:  | Class:                                       | Date:  |
|--|--|--|
| Chapter 02: The Evolution of Mana  | gement Thinking                              |  |
| if it increases ROI.  c. Bender should focus on her experti d. all of these. e. none of these.  ANSWER: e  | ise, recognizing the potential risk of failu | are with a new market.   |
| 132 emphasizes scientificall and labor productivity.  ANSWER: Scientific management  | y determined jobs and management prac        | tices as the way to improve efficiency                                 |
| 133. A subfield of the classical perspective basis through elements such as clearly defining management and ownership.  ANSWER: bureaucratic organizations approximately a | fined authority and responsibility, formal   | management on an impersonal, rational recordkeeping, and separation of |
| 134. The stresses the satisfact ANSWER: human relations movement   | tion of employees' basic needs as the ke     | y to increased productivity.   |
| 135. A(n) is a set of interrela ANSWER: system   | ted parts that function as a whole to achie  | eve a common purpose.  |
| 136. A management perspective that emer rational, scientific approach to the study o called  ANSWER: classical perspective   |  |  |
| 137 means looking not just a changing interactions among the parts.  ANSWER: Systems thinking  | at discrete parts of an organizational situa | ation, but also at the continually                                     |
| 138 refers to using social me collaboration among employees, customer <i>ANSWER</i> : Social business  | Č Č  | d facilitating communication and                                       |
| 139. A subfield of the classical perspective delineates the management functions of plants.  | <u> </u>                                     |  |
| ANSWER: administrative principles appro  | oach   |  |
| 140. According to Fayol, similar activities administrative principle is known as   |  | gether under one manager. This   |
| 141. The on management emin the workplace.  ANSWER: humanistic perspective   | phasizes the importance of understandin      | g human behaviors, needs, and attitudes                                |
| 142. The suggests that jobs s Copyright Cengage Learning. Powered by Cognero.  |  | er-level needs by allowing employees to<br>Page 23                     |

| Name:                    |  | Class:   | Date:   |
|--------------------------|--|--|---|
|                          | 02: The Evolution of Manage  |  |   |
|                          | ull potential. human resources perspective   |  |   |
| behavior a               | draws from psycholog<br>and interaction in an organizational<br>behavioral sciences approach   | y, sociology, and other social science setting.                                | es to develop theories about human  |
| technolog                | •  | perspective, uses mathematics, static<br>making, particularly for complex pr   |   |
|                          | refers to the field of manag<br>Operations management  | ement that specializes in the physical   | l production of goods or services.  |
| 146. The c               | -  | an the sum of its parts is known as  |   |
|                          | tells managers that wh   | at works in one organizational situati   | ion might not work in others.   |
| that traditi             | 9  | s, and processes for searching and ex<br>annot handle to uncover hidden patte  | camining massive, complex sets of data erns and correlations.   |
| obtaining                | refers to managing the sequence raw materials to distributing finished Supply chain management |  | d covers all stages of processing, from   |
| enthusiast<br>organizati |  | lved in their jobs and are satisfied wintional goals, and feel a sense of belo |   |
|                          | with appropriate abilities for each  | following: develop standard methods  | s for performing each job; select workers ods; support workers by planning their kers for increased output.   |
| 152. List t              | he three assumptions associated wi   | th McGregor's Theory X.  |   |
| ANSWER:                  | human characteristic of dislike for<br>punishment to get them to put for                       | th adequate effort toward the achieve  | void it if possible. (2) Because of the l, controlled, directed, or threatened with ement of organizational objectives. (3) onsibility, has relatively little ambition, |
|                          |  | of Taylor's scientific management.   |   |
| ANSWER:                  | Contributions of scientific manag  | ement are that it demonstrated the in  | nportance of compensation for   |

performance, initiated the careful study of tasks and jobs, and demonstrated the importance of personnel

|  | Name: | Class: | Date: |
|--|-------|--------|-------|
|--|-------|--------|-------|

selection and training. Criticisms of scientific management are that it did not appreciate the social context of work and higher needs of workers, did not acknowledge variance among individuals, and tended to regard workers as uninformed and ignored their ideas and suggestions.

- 154. The writings of Fayol, Taylor, and Weber provide the foundation for modern management. Identify the school of thought associated with each writer and compare the focus that each writer takes in relation to the organization.

  ANSWER: Fayol is associated with the administrative principles approach, focusing on the manager level. Taylor is associated with scientific management, and he focused on the work level. Weber is associated with the bureaucratic organizations approach, and his focus was on the level of the organization.
- 155. Briefly describe what happened in the Hawthorne studies, and explain the results and conclusions of these studies. *ANSWER:* Researchers, working under the direction of Harvard professors Elton Mayo and Fritz Roethlisberger, were studying the effects of various lighting conditions on worker performance at the Western Electric plant in Hawthorne, Illinois. Each time an experimental change was made, performance improved, regardless of the change. The early conclusion was that workers perceived that their work was important enough to hire researchers to work with them, and this recognition of importance was sufficient to motivate improved performance. This conclusion led to the development of the human relations movement, stressing the importance of satisfied, happy workers. Recent analysis suggests that money may have been the single most important motivating factor.
- 156. Describe the assumptions behind McGregor's Theory X and Theory Y. How do the theories relate to the classical perspective on management and early human relations ideas?
- ANSWER: Refer to Exhibit 2.5 in the text for the assumptions behind each theory. McGregor believed that the classical perspective was based on Theory X assumptions about workers. He also felt that a slightly modified version of Theory X fit early human relations ideas. He proposed Theory Y as a more realistic view of workers for guiding management thinking.
- 157. Briefly describe systems thinking, including synergy.
- ANSWER: Systems thinking is the ability to see both the distinct elements of a system or situation and the complex and changing interaction among those elements. A system is a set of interrelated parts that function as a whole to achieve a common purpose. Subsystems are part of a system, such as an organization, that depend on one another. Changes in one part of the system (the organization) affect other parts. Managers need to understand the synergy of the whole organization, rather than just the separate elements, and to learn to reinforce or change whole system patterns. Synergy means that the whole is greater than the sum of its parts. The organization must be managed as a coordinated whole.
- 158. Discuss the differences between the case view, universalist view, and the contingency view.
- ANSWER: These viewpoints relate to the applicability of management principles. The case view holds that every situation is unique, thus there are no universal principles. Conversely, the universalist view believes that the same management principles will work across every situation in every organization. The contingency view is an integration of these two (i.e., while there are no universal principles, there are common patterns and characteristics). The manager's task is to identify what principles will work when, based on an analysis of key contingencies.
- 159. Social media has become a state-of-the-art business leadership tool. Write a short essay that identifies some popular social media platforms and expounds on how they can help managers balance production goals with employee needs.
- ANSWER: Many companies use Facebook, LinkedIn, Twitter, YouTube, online community pages, and video streams to reach out to and get feedback from customers, clients, and other stakeholders in an effort to build relationships. Social media is also used for collaboration within and across firms among employees and colleagues; fast, immediate access can improve efficiency, increase productivity, and facilitate smoother

| Name: | Class: | Date: |
|-------|--------|-------|
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operations and build stronger relationships between managers and employees.

160. The classical perspective emphasizes managing with a rational, scientific approach. The humanistic perspective emphasizes understanding the behavior, needs, and attitudes of those involved in the work process. Isolate two main characteristics of each approach and combine them to form your own hybrid management perspective.

ANSWER: Classical perspective main characteristics:

- 1. Scientific management seeks to improve productivity by employing standardized methods for performing each job and selecting and training appropriate workers; gives wage incentives; is well illustrated by assembly-line production.
- 2. The bureaucratic organizations approach is impersonal with clearly defined roles of authority and responsibility, and strict recordkeeping; is often seen as a threat to personal liberty.
- 3. The administrative principles approach focuses on increasing productivity of the entire organization as opposed to the productivity of individual workers.

Humanistic perspective main characteristics:

- 1. The human relations movement seeks to satisfy employee needs in order to increase production.
- 2. The human resources perspective suggests that jobs should be designed to meet people's higher-level needs by allowing employees to use their full potential.
- 3. The behavioral sciences approach uses disciplines such as psychology and sociology to assess human interactions in the workplace.
- 161. Management science (or the quantitative perspective) uses mathematics, statistics, and computer technology for complex problem solving, decision making, and recordkeeping. Define the three subsets of management science, and evaluate the usefulness of this management technique in today's workplace, including at least one advantage and one disadvantage.
- ANSWER: Three subsets are operations research (mathematical model building and application), operations management (specifically used to solve manufacturing and production issues), and information technology (information relay throughout the organization). Management science has become critical to the efficient management of large companies and business systems. However, managers cannot rely exclusively on numbers and algorithms, because they do not take the human factor into consideration.
- 162. Systems thinking is a management concept that considers all of the interrelated parts of the system that function as a whole and in common. Changes in any one part of the system affect the whole organization and, in fact, the whole is greater than the sum of its parts. Write a short paragraph in which you explain how a change in one part of a system (or organization, product, or community) can affect the whole system (or organization, product, or community) either to its benefit or detriment. List some contingencies that might influence a manager's decision making. Use your imagination in choosing a system that is "managed."
- ANSWER: The paragraph should explain the relationship between parts of a system and should list contingencies. The example does not have to be business-related. The system, for example, can represent the human body, where a change in any one organ will affect the body as a whole; or the system can be an example of a family unit, where a change that affects any one family member will affect the unit as a whole. Contingencies are variables that exist and make each organizational system unique; therefore, the manager's decision-making skills and response must be unique to his own system. For example, a man is offered a new job. The pay is high enough to cover necessities, plus put away savings. The beneficial or detrimental change depends on how the contingencies are handled. Contingencies unique to his family system that would influence his decision making might include: a wife and two sons; a daily three-hour commute; financial family struggles; the job represents his first promotion; acting as head coach of his sons' soccer team; the family can accompany him on business trips, etc.

| Name: | Class: | Date: |
|-------|--------|-------|
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163. The bossless workplace is one modern management technique that strives to meet new management challenges and address the needs of employees, customers, and the environment. There is no hierarchy in a bossless workplace, and all workers are created equal. What additional management technique must be practiced in order to facilitate a bossless workplace? In your judgment, is going "bossless" a realistic approach to today's workplace?

ANSWER: The bossless workplace must have employees who are emotionally involved in their jobs and satisfied with working conditions (employee engagement). Companies must train employees to work effectively within a nonhierarchical system. All workplaces do not lend themselves to the bossless concept, but all workplaces benefit from applying employment engagement techniques to some degree. Companies can create an atmosphere where employees feel a commitment to the company goals and mission. They can communicate honestly with employees and provide opportunities for career advancement as well as community service. Today's educated, mobile workers want a flexible, collaborative work environment that uses cutting-edge technology, and where they can have a part in decision making. As such, many workers will seek out a company that leans toward being bossless.