

Package Title: Testbank

Course Title: Schermerhorn & Bachrach, Management, Fourth Canadian Edition

Chapter Number: 02

Shuffle: No

Question type: True/False

1) The principles of scientific management were proposed by Frederick Taylor.

Answer: True

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

2) Google's runaway success can be attributed to performance excellence based on speed, accuracy, and ease of use.

Answer: True

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

3) Coordination refers to providing and mobilizing resources to implement a plan.

Answer: False

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

4) In *The Evolution of Management Thought*, Daniel Wren traces management as far back as 500BC.

Answer: False

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

5) Henri Fayol believed that management could be taught.

Answer: True

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

6) Time study is the science of reducing a task to its basic physical motions.

Answer: False

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

7) Weber believed that efficiency in the utilization of resources and fairness in the treatment of employees and clients were potential advantages of bureaucratic organizations.

Answer: True

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

8) Formal rules and procedures are defining characteristics of Weber's bureaucratic organization.

Answer: True

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

9) The disadvantage of administrative principles is that it includes excessive paperwork.

Answer: False

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

10) Since so much has changed in management science, the writings of classical theorists like Mary Parker Follett are **not** very relevant to the way organizations are managed today.

Answer: False

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

11) Even though the way we manage work and organizations is changing, managers today can benefit from studying the history of management thought.

Answer: True

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

12) Many modern management concepts have parallels in some of the historical management writings, and contemporary managers are trying to perfect many ideas that have deep historical roots.

Answer: True

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

13) The ideas of visionary leadership, respect for workers, cooperation and the dangers of bureaucracy have only recently been developed and written about by modern management theorists.

Answer: True

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

14) Frederick Taylor's four principles of scientific management focus on developing a science for every job, carefully selecting workers based on their abilities, simplifying work, introducing work standards and giving them proper incentives.

Answer: False

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Comprehension

Difficulty: Hard

AACSB: Analytic

15) Motion studies, conducted by Frank and Lillian Gilbreth, provided the foundation for modern job simplification, work standard techniques, and incentive wage plans.

Answer: True

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

16) For UPS, productivity standards have cut down on inefficiencies and increased productivity.

Answer: True

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Comprehension

Difficulty: Hard

AACSB: Analytic

17) Mary is very concerned with worker morale, and she frequently surveys employees to determine their level of job satisfaction. She feels that people really want to work, to take more responsibility, and to make a contribution. Her approach reflects application of scientific management principles in the workplace.

Answer: False

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

18) The scalar chain principle states that there should be a clear and unbroken line of communication from the top to the bottom of the organization.

Answer: True

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

19) The unity of command principle specifies that one person should be in charge of all activities that have the same performance objective.

Answer: False

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

20) Behavioural approaches assume that people are social and self-actualizing, enjoy social relationships, respond to group pressures, and search for personal fulfillment.

Answer: True

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

21) After a series of scientific tests, Elton Mayo and his team of researchers concluded that new a “social setting” created for workers in a test room decreased the productivity of those employees.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

22) According to Elton Mayo, people would restrict their output in order to avoid the displeasure of their group, even if it meant sacrificing pay that could otherwise be earned by increasing output.

Answer: True

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

23) Mary Parker Follett believed that making employee ownership and profit sharing in the business would create feelings of collective responsibility.

Answer: True

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

24) Mary Parker Follett's belief that businesses were services and that private profits should always be considered in relation to the public good foreshadowed today's concerns with managerial ethics and corporate social responsibility.

Answer: True

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

25) The Hawthorne effect is the tendency of persons singled out for special attention to perform as expected.

Answer: True

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

26) The Hawthorne studies found consistent results to support their hypothesis that both economic incentives and the physical working conditions of the workplace affect productivity.

Answer: True

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

27) Neither group atmosphere nor participative supervision was found to be an important explanatory factor for improved productivity in the relay assembly test-room studies at Western Electric's Hawthorne Works.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

28) The Hawthorne studies shifted the attention of managers and scholars away from the technical and structural concerns emphasized by the classical management approach toward the study of social and human concerns as keys to productivity.

Answer: True

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

29) A key lesson from the Hawthorne studies is that people's feelings, attitudes, and relationships with co-workers have very little influence on their performance as compared with compensation and incentives.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

30) A major finding of the Hawthorne studies is physical working conditions have a much greater impact on worker performance and productivity than people's feelings, attitudes, and relationships with their co-workers.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management



approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

31) According to the deficit principle, a satisfied need is a motivator of behaviour.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

32) According to the progression principle, a satisfied need does **not** motivate behaviour.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

33) Physiological needs and safety needs are higher-order needs in Maslow's hierarchy of human needs.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

34) Maslow's ideas point managers toward finding ways to link volunteer work with opportunities to satisfy higher-order needs like esteem and self-actualization.

Answer: True

Learning Objective 1: Identify what can be learned from the behavioural management

approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

35) According to Maslow, the more the need to be self-actualized is satisfied, the weaker it becomes.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

36) Physiological needs refer to the needs for physical closeness and relationships with others.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

37) Self-actualization is a term used by Maslow to explain why managers who understand and help people satisfy higher-order needs at work will achieve greater levels of productivity and fulfillment.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

38) Managers holding Theory Y assumptions approach their jobs believing that those who work for them generally dislike work, lack ambition, act irresponsibly, and prefer to be led rather than to lead.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

39) Based on McGregor's Theory, we would assume that Theory X managers are more effective in motivating people because they believe that their subordinates like work and are self-motivated and are willing to accept responsibility.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

40) Both the Hawthorne studies and McGregor's Theory predict that people tend to act in ways that are consistent with what managers expect of them.

Answer: True

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

41) Managers who hold Theory Y assumptions **cannot** create self-fulfilling prophecies.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

42) Argyris asserts that psychological success occurs when people define their own goals.

Answer: True

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

43) Argyris believes that implementation of classical management ideas such as the bureaucratic organization and Fayol's administrative principles will ensure that workers are productive and efficient.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

44) Argyris's theory of adult personality counters Fayol's concept of unity of direction.

Answer: True

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

45) In contrast to Weber, Argyris believes that people work more efficiently in a clear hierarchy of authority, with those at higher levels controlling people at lower levels in the organization.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

46) Argyris believes that employee absenteeism, turnover, apathy, and low morale are caused by lack of adequate supervision and poorly defined tasks.

Answer: False

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

47) A grocery store receives complaints from customers that the waiting time is too long for checkouts during certain times of the day. This problem can be solved by the queuing theory.

Answer: True

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

48) Quantitative management is the study of the application of mathematical techniques to improve decision making and problem solving.

Answer: False

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

49) The quantitative management approach uses mathematical techniques to improve managerial decision making and problem solving.

Answer: True

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium  
AACSB: Reflective Thinking

50) A real estate developer wants to control costs and finish building a new apartment complex on time. This problem can be solved by inventory analysis.

Answer: False

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

51) People and technology are outputs in an open system.

Answer: False

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

52) Goods and services are inputs in an open system.

Answer: False

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

53) A tight bureaucracy works best when the environment is relatively stable and operations are predictable and uncomplicated.

Answer: True

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Easy  
AACSB: Analytic

54) Inventory modelling is used to help allocate service personnel or workstations to minimize customer waiting time and service cost.

Answer: False

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

55) Network models break large tasks into smaller components to allow for better analysis, planning, and control of complex projects.

Answer: True

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

56) Simulation is used to create models to determine how best to allocate scarce resources.

Answer: False

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

57) Continuous improvement involves always searching for new ways to improve work quality and performance.

Answer: True

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge  
Difficulty: Easy  
AACSB: Analytic

58) An open system interacts with its environment in the continual process of transforming resource inputs into outputs.

Answer: True

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

59) According to contingency theory, appropriate managerial behaviour can be generalized or extrapolated from other situations.

Answer: False

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

60) Contingency thinking involves matching responses to the unique problems and opportunities posed by different situations and by individual and environmental differences.

Answer: True

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

61) Contingency theory is consistent with Weber's concept of bureaucracy which is an ideal form of organizing.

Answer: False

Learning Objective 1: Identify what can be learned from the modern management



approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

62) Total quality management focuses primarily on specific quality issues within a particular segment within the larger organization.

Answer: False

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Reflective Thinking

63) ISO certification requires companies to adopt quality benchmarks and then maintain them with strict conformity to quality that strongly discourages change or refinement.

Answer: False

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

64) Knowledge management involves making decisions based on hard facts about what really works.

Answer: False

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

65) Some of the portfolio assets that the CKO is responsible for maintaining include patents, trade secrets, and the accumulated knowledge and understanding of the entire workforce.

Answer: True

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

Question type: Multiple Choice

66) Which of the following assumes that people at work rationally consider opportunities made available to them and do whatever is necessary to achieve the greatest personal and monetary gain?

- a) classical management approach
- b) Theory X
- c) theory of human needs
- d) behavioural management approach
- e) modern management approach

Answer: a

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

67) Which of the following statements accurately describes the role of management history relative to contemporary management thought?

- a) Since the world of work and business continues to change, managers have little to gain from studying the history of management thought.
- b) Many modern management concepts have parallels in some of the historical management writings.
- c) Contemporary managers are trying to reinvent management practices.
- d) There are no useful lessons to be learned from historical management principles.
- e) c and d

Answer: b

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

68) Which of the following is a classical management approach?

- a) Theory X
- b) Theory Y
- c) human needs theory
- d) Hawthorne studies
- e) administrative principles

Answer: e

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

69) The three branches of the classical approach to management are \_\_\_\_.

- a) behaviourism, rationalism, and self-actualization
- b) scientific management, administrative principles, and bureaucratic organization
- c) authoritarian, permissive, and homeostatic
- d) economic, modern, and self-actualizing
- e) open, closed, and entropic

Answer: b

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

70) The view that people will rationally consider available opportunities and do whatever is necessary to achieve the greatest personal economic gain is the underlying assumption of which approach to management thought?

- a) quantitative approach
- b) socio-economic approach
- c) modern approach
- d) classical approach
- e) behavioural approach

Answer: d

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

71) \_\_\_ emphasizes careful selection and training of workers and supervisory support.

- a) Bureaucratic organization
- b) Theory X
- c) Theory Y
- d) Scientific management
- e) Administrative principles

Answer: d

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

72) Who is known as the father of scientific management?

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

Answer: b

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

73) According to Frederick Taylor, the principal object of management should be \_\_\_.

- a) profitability
- b) efficiency
- c) achieving the greatest good for society

- d) the good of the community
- e) securing maximum prosperity for employer and employee

Answer: e

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

74) The primary goal of scientific management is to

- a) make decisions based on hard facts about what really works.
- b) use large databases and mathematics to solve problems.
- c) satisfy the physiological and psychological deficiencies of a person.
- d) improve the productivity of people by careful selection and training.
- e) make every employee an owner of a business organization.

Answer: d

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

75) Leon has been watching some of the workers on his shift sort and put inventory in storage bins. It appears to him that much time and effort are being wasted. Leon decides to analyze the workers' overall task and then select and train workers for specific parts of the job so as to increase workers' productivity. Leon is applying the principles of \_\_\_\_.

- a) scientific management
- b) organizational behaviour
- c) management science
- d) contingency theory
- e) administrative management

Answer: a

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Analytic

76) A follower of Frederick Taylor would be least likely to try to \_\_\_\_.

- a) make results-based compensation a performance incentive
- b) select workers with the right abilities to do the job
- c) offer workers proper training
- d) motivate workers by encouraging them to work in small groups
- e) train supervisors to support workers by carefully planning their work

Answer: c

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

77) The practical lessons of scientific management include all of the following **except**

- a) make results-based compensation a performance incentive.
- b) select workers with the right abilities to do the job.
- c) allow workers to have input into the determination of work methods and performance standards.
- d) carefully design jobs with efficient work methods.
- e) train supervisors to support workers by carefully planning their work.

Answer: c

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Hard

AACSB: Analytic

78) \_\_\_\_ refer(s) to a job science that includes careful selection and training of workers along with proper supervisory support.

- a) Administrative principles
- b) Scientific management
- c) Contingency theory
- d) Self-actualization
- e) Fayol's principles of management

Answer: b

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

79) A group of friends wanted to start their own car detailing business. It was decided that to differentiate their cleaning services from others they would break down the various jobs associated with cleaning the inside and outside of a car, and each would specialize. With which of the following management approaches do their actions most agree?

- a) administrative principles
- b) scientific management
- c) contingency theory
- d) self-actualization
- e) Fayol's principles of management

Answer: b

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Analytic

80) Pizza Bliss, a pizza delivery chain, assures delivery of pizza within half an hour of the placement of order. It employs various methods like specialization of work, motion study, and analysis of routes to make sure that an order reaches a customer in half an hour. Which of the following management techniques is Pizza Bliss most likely using?

- a) Maslow's theory of human needs
- b) bureaucratic organization
- c) scientific management
- d) Hawthorne studies
- e) Theory X and Theory Y

Answer: c

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Reflective Thinking

81) Which of the following led to advances in the areas of job simplification, work standards, and incentive wage plans?

- a) administrative principles
- b) theory of human needs
- c) Theory X
- d) Theory Y
- e) motion study

Answer: e

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

82) The work of Frank and Lillian Gilbreth on motion studies provided the basis for later advances in which of the following management areas?

- a) job simplification
- b) incentive wage plans
- c) work standards
- d) all of the above
- e) none of the above

Answer: d

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

83) United Parcel Service makes use of calibrated productivity standards as well as the timing of package sorting, delivery, and pickup to keep productivity at the highest level per employee. In developing worker productivity standards, UPS obviously makes use of \_\_\_\_.

- a) behavioural theories
- b) self-actualization
- c) systems theory
- d) motion studies
- e) administrative principles

Answer: d



Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Analytic

84) Henri Fayol's \_\_\_ closely resemble the \_\_\_ that are used in contemporary businesses.

- a) three rules of management; systems and contingency approaches.
- b) administrative principles; systems and contingency approaches.
- c) five duties of management; four functions of management.
- d) notions of planning and organizing; ideas of command and coordination.
- e) principles of collective and social responsibility; functions of management.

Answer: c

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

85) According to Henri Fayol, the five rules of management are \_\_\_.

- a) foresight, organization, command, coordination, and control
- b) authority, responsibility, discipline, remuneration, and initiative
- c) centralization, stability, initiative, communication, and *esprit de corps*
- d) prediction, hypothesis, observation, experimentation, and verification
- e) standardization, centralization, negative entropy, communication, and homeostasis

Answer: a

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

86) Henri Fayol is noted for originating which of the following concepts?

- a) the scalar chain principle
- b) the unity of command principle
- c) the unity of direction principle
- d) all of the above

e) none of the above

Answer: d

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

87) \_\_\_\_ is to complete a plan of action for the future.

- a) Foresight
- b) Organization
- c) Command
- d) Coordination
- e) Control

Answer: a

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

88) Which of the following best defines organization?

- a) to complete a plan of action for the future
- b) to provide and mobilize resources to implement a plan
- c) to lead, select, and evaluate workers to get the best work toward a plan
- d) to fit diverse efforts together and to ensure information is shared and problems are solved
- e) to make sure things happen according to a plan and to take necessary corrective action

Answer: b

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

89) \_\_\_\_ is to lead, select, and evaluate workers to get the best work toward a plan.

- a) Foresight
- b) Organization
- c) Command
- d) Coordination
- e) Control

Answer: c

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

90) The manager of a company fits diverse efforts together. He ensures that information is shared and problems are solved. Which of the following management functions is he performing?

- a) foresight
- b) organization
- c) command
- d) coordination
- e) control

Answer: d

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Communication

91) In a fresh juice manufacturing plant, the production team manufactures 2,000 bottles of juice per day while the sales team sells only 1,700 bottles per day. Since the product is perishable, the extra output incurs losses to the company. Hence, the manager intervenes and sets a common standard for both the teams. Which of the following management duties is the manager performing?

- a) control
- b) foresight
- c) coordination
- d) organization
- e) command

Answer: c

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Reflective Thinking

92) \_\_\_ is to make sure things happen according to plan and to take necessary corrective action.

- a) Foresight
- b) Organization
- c) Command
- d) Coordination
- e) Control

Answer: e

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

93) A manager employs five workers to produce a total of 36 units of a product per day. He soon realizes that the workers are able to produce only 30 units a day. He then employs an additional worker to meet the set target. Which of the following duties of management is he performing while taking the corrective action?

- a) foresight
- b) organization
- c) command
- d) coordination
- e) control

Answer: e

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Reflective Thinking

94) Which of the following is true of the scalar chain principle?

- a) Each person should receive orders from only one boss.
- b) One person should be in charge of all activities that have the same performance objective.
- c) There should be a clear and unbroken line of communication from the top to the bottom in an organization.
- d) Guidelines must be written and kept for historical record.
- e) Workers should be selected and promoted on ability, competency, and performance.

Answer: c

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

95) Today's concerns for managerial ethics and corporate social responsibility were foreshadowed by the classical writings of \_\_\_ which argued that businesses were services and that private profits should always be considered in relation to the public good.

- a) Frederick Taylor
- b) Henri Fayol
- c) Mary Parker Follett
- d) Max Weber
- e) Lyndall Urwick

Answer: c

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

96) Which of the following best states the impetus for the development of a bureaucratic organization?

- a) Max Weber was trying to define the one best way to perform a job.
- b) Max Weber was attempting to upset German society.
- c) Max Weber was reacting to the performance deficiencies in organizations of his day.
- d) Max Weber was attempting to identify a common set of employee needs in German society.
- e) Max Weber was interested in formulating exact rules of behaviour for German managers.

Answer: c

Learning Objective 1: Identify what can be learned from the classical management

approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

97) Max Weber was concerned that people in nineteenth-century organizations were in positions of authority due to their \_\_\_ rather than their \_\_\_.

- a) political connections; leadership traits.
- b) social standing; job-related capabilities.
- c) leadership qualities; job requirements.
- d) economic wealth; social standing.
- e) managerial competence; economic wealth.

Answer: b

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

98) Max Weber believed that \_\_\_ could correct performance deficiencies in late 19th century German organizations.

- a) a loosely structured system
- b) bureaucracy
- c) a contingent organization
- d) an organic organization
- e) an adaptive organization

Answer: b

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

99) \_\_\_ is an ideal, intentionally rational, and very efficient form of organization founded on the principles of logic, order, and legitimate authority.

- a) a democratically structured system
- b) a contingent organization

- c) an organic organization
- d) an adaptive organization
- e) bureaucracy

Answer: e

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

100) Weber's conception of bureaucratic organizations included all of the following characteristics **except**

- a) clear division of labour.
- b) clear hierarchy of authority.
- c) formal rules and procedures.
- d) impersonality.
- e) careers based on social and/or political connections.

Answer: e

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

101) Assume that an organization has a clear division of labour, standard rules and procedures, a well defined hierarchy of authority; members selected for technical competence, and explicitly defined duties and responsibilities. This is an example of \_\_\_\_.

- a) a closed system
- b) an open system
- c) a bureaucracy
- d) negative entropy
- e) scientific management

Answer: c

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Analytic

102) A worker receives an order to meet the daily production target from one manager and an order to train the new workers from another. Which of the following principles does the company neglect?

- a) scalar chain principle
- b) unity of command principle
- c) unity of direction principle
- d) principle of motion study
- e) principle of merit

Answer: b

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

103) Which of the following is true of the unity of direction principle?

- a) One person should be in charge of all activities that have the same performance objective.
- b) Guidelines must be written and kept for historical record.
- c) Each person should receive orders from only one boss.
- d) There should be a clear and unbroken line of communication from the top to the bottom in an organization.
- e) Workers should be selected and promoted on ability, competency, and performance.

Answer: a

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

104) Which of the following best pertains to clear division of labour?

- a) Rules and procedures are impartially and uniformly applied, with no one receiving preferential treatment.
- b) Jobs are well defined, and workers become highly skilled at performing them.
- c) Workers are selected and promoted on ability, competency, and performance, and managers are career employees of an organization.
- d) Written guidelines direct behaviour and decisions in jobs, and written files are kept for



historical record.

e) Authority and responsibility are well defined for each position, and each position reports to a higher-level.

Answer: b

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

105) Which of the following best pertains to impersonality?

a) Jobs are well defined, and workers become highly skilled at performing them.

b) Workers are selected and promoted on ability, competency, and performance, and managers are career employees of an organization.

c) Written guidelines direct behaviour and decisions in jobs, and written files are kept for historical record.

d) Authority and responsibility are well defined for each position, and each position reports to a higher-level.

e) Rules and procedures are impartially and uniformly applied, with no one receiving preferential treatment.

Answer: e

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

106) At Infibeam Solutions, the workers under one manager are expected to follow specific timings for their shifts, and the workers under another manager are given the liberty of flexible timings. Which of the following characteristics of a bureaucracy has the company neglected?

a) clear division of labour

b) clear hierarchy of authority

c) unity of direction

d) careers based on merit

e) impersonality

Answer: e

Learning Objective 1: Identify what can be learned from the classical management

approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Reflective Thinking

107) According to Max Weber, which of the following is an advantage of bureaucracy?

- a) relatively less paperwork
- b) flexibility in the face of shifting client needs
- c) reliability and stringency of discipline
- d) employee enthusiasm
- e) speed in handling problems

Answer: c

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

108) Which of the following is a disadvantage of bureaucracy?

- a) preferential treatment of some employees
- b) unclear division of labour
- c) excessive paperwork
- d) unclear hierarchy of authority
- e) absence of written guidelines

Answer: c

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

109) Which one of the following statements about bureaucracy is true?

- a) The work of Max Weber is too outdated to be used in the modern science of management.
- b) The work of Max Weber still has a major impact on the present trends and directions of management.
- c) The work of Max Weber influenced only European management thinkers.
- d) Bill Gates bases the operations of Microsoft on Max Weber's theories of specialization and

division of labour.

e) Max Weber believed that a bureaucracy was the most rigid and apathetic form of organization.

Answer: b

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

110) Antoinette, the CEO of Magnum Heights, believes that employees who feel they are part of the organization in which they work are likely to exhibit better productivity. Keeping these ideals in mind, she has adopted a scheme in which employees are offered shares of the company. Which managerial theory does Antoinette demonstrate?

- a) Weber's bureaucracy model
- b) McGregor's Theory X
- c) Follett's organizations as communities
- d) Fayol's administrative principles
- e) Taylor's scientific management

Answer: c

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

111) Ronald was chosen as the assistant manager because of his skill to manage employees and work out solutions for emerging problems. In his organization, jobs are well defined, and employees become experts at what they do. There is a formal chain of command, yet there is no favouritism. According to this information, choose the approach to management that has been adopted by John's organization.

- a) Maslow's theory of human needs
- b) evidence-based management
- c) bureaucracy
- d) Taylor's managerial approach
- e) scalar chain system

Answer: c

Learning Objective 1: Identify what can be learned from the classical management

approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Reflective Thinking

112) Mr. Reymont, the founder of Reymont Public School, set multiple guidelines and rules about each governing body and the hierarchical structure. He has set up a system to ensure that crucial information reaches all stakeholders in the organization. This has helped in the smooth functioning of the school and avoided managerial overrides. Which of the following principles has Mr. Reymont adhered to in this scenario?

- a) scalar chain of principle
- b) progression principle
- c) deficit principle
- d) participative management
- e) total quality management

Answer: a

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Reflective Thinking

113) The \_\_\_ approach assumes that people are social and self-actualizing, enjoy social relationships, respond to group pressures, and search for personal fulfillment.

- a) classical
- b) scientific management
- c) contingency thinking
- d) behavioural
- e) modern

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

114) Which of the following is true of Follett's view on organizations?

- a) She viewed organizations as communities in which managers and workers should work in harmony.
- b) She warned against the dangers of less hierarchy.
- c) She supported the idea of managers dominating workers.
- d) She propagated the idea of workers working individually, rather than in a group.
- e) She believed that it wasn't a manager's job to help people cooperate with one another.

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

115) Which of the following management theories advocates employee ownership, profit sharing, and gain-sharing plans?

- a) McGregor's Theory X and Theory Y
- b) Hawthorne studies
- c) Fayol's Administrative Principles
- d) Maslow's hierarchy of needs
- e) Follett's organizations as communities

Answer: e

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

116) A manager wishes to implement the conclusions of the Hawthorne studies in her organization. To do so, she should

- a) create written guidelines for workers.
- b) implement division of labour in the workplace.
- c) assure good human relations between workers.
- d) reduce a job or task to its basic physical motion.
- e) define authority and responsibility for each worker.

Answer: c

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension  
Difficulty: Medium  
AACSB: Analytic

117) A manager finds out that the productivity of her workers has declined. Therefore, she creates a new social setting for the workers, where they share pleasant social relations with one another and receive special attention from the supervisor. The manager has implemented lessons from \_\_\_ to improve the productivity of her workers.

- a) the scientific management theory
- b) the theory of human needs
- c) Theory X and Theory Y
- d) the Hawthorne studies
- e) Fayol's administrative principles

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Reflective Thinking

118) The foundations of the behavioural approach to management include all of the following components **except**

- a) The Hawthorne studies.
- b) Maslow's theory of human needs.
- c) McGregor's Theory X and Theory Y.
- d) the human systems contingency model.
- e) Argyris's theory of personality and organization.

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

119) The behavioural (or human resource) approach to management basically assumes that \_\_\_\_.

- a) people at work will seek satisfying social relationships, respond to group pressures, and search for personal fulfillment

- b) management problems are best solved by qualitative rather than by quantitative analysis
- c) people are easily understandable creatures
- d) people are completely rational and responsive to economic incentives
- e) environmental reinforcements have little to do with people's work behaviour

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

120) Mary Parker Follett, a classical management theorist, believed that \_\_\_\_.

- a) groups were mechanisms through which diverse individuals could combine their talents for a greater good
- b) organizations are communities in which managers and workers should labour in harmony
- c) the manager's job is to help people in organizations cooperate with one another and achieve an integration of interests
- d) all of the above
- e) none of the above

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

121) According to Mayo's research team, \_\_\_\_ in a test room resulted in higher productivity.

- a) economic incentives
- b) good human relations
- c) scientific management
- d) adequate rest pauses
- e) timely measurement of production

Answer: b

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

122) Which of the following theories proposes that groups can have strong negative, as well as positive, influences on individual productivity?

- a) scientific management theory
- b) bureaucratic organization
- c) Theory X and Theory Y
- d) Hawthorne studies
- e) administrative principles

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

123) Which of the following best describes the Hawthorne effect?

- a) It refers to the tendency of people who are singled out for special attention to perform as anticipated because of expectations created by the situation.
- b) It implies that satisfied need does not motivate behaviour.
- c) It refers to a need that is activated only when the next-lower-level need is satisfied.
- d) It implies that people dislike work, lack ambition, act irresponsibly, and prefer to be led.
- e) It implies that people are willing to work, like responsibility, and are self-directed and creative.

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

124) Alex has been having some challenges at work. His manager, Rosalia believes that she can best motivate Alex by providing an environment where Alex can satisfy his most pressing needs. Which of the following theories reflects Rosalia's thinking?

- a) McGregor's Theory X
- b) The Hawthorne Studies
- c) Deming's TQM
- d) Taylor's scientific management



e) Abraham Maslow's hierarchy of needs

Answer: b

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Analytic

125) \_\_\_ suggests that higher levels of productivity in the workplace are achieved when a manager uses good human relations.

- a) The administrative principle
- b) The Hawthorne Effect
- c) McGregor's Theory X
- d) Abraham Maslow's hierarchy of needs
- e) The organizations as communities principle

Answer: b

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

126) The Hawthorne studies refer to \_\_\_ that was conducted at the Hawthorne Works of the Western Electric Company (predecessor to today's Lucent Technologies).

- a) an intensive training program for workers
- b) an education program for fast-track managers
- c) a research program on technology
- d) a research program on management decision making
- e) a research program on individual productivity

Answer: e

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

127) Which of the following statements characterizes the thinking that emerged from the Hawthorne studies?

- a) If jobs are properly designed and proper incentives provided, predictable results will follow.
- b) Workers will perform their jobs as they are told to and will maximize their output so as to increase their pay.
- c) Concern for the worker will lead to greater worker satisfaction, which will then lead to increased output.
- d) Workers generally dislike work and need to be closely supervised to ensure adequate productivity.
- e) People are motivated primarily by money.

Answer: c

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

128) A key conclusion from the Hawthorne relay assembly test-room studies was that \_\_\_\_.

- a) workers cannot be productive at various levels of illumination
- b) workers are basically rational
- c) workers perform well when they share pleasant social relations with one another and when supervision is participatory
- d) workers are more productive when their pay scale is increased to match their effort
- e) workers are more productive when their work areas are well lighted

Answer: c

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

129) Which of the following statements about the Hawthorne studies is **incorrect**?

- a) The studies were started to identify the influence that “social factors” had on productivity.
- b) The studies were started to determine the effect that different levels of lighting had on productivity.
- c) In one study, workers’ productivity increased as the level of illumination at their workstations was decreased.
- d) The “social setting” of the various experiments influenced the results of the studies.

e) People would restrict output to avoid the displeasure of the group, even if it meant sacrificing pay.

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

130) The Hawthorne studies have been criticized for which of the following reasons?

- a) poor research design
- b) weak empirical support for the conclusions drawn
- c) the tendency of researchers to over generalize their findings
- d) all of the above
- e) none of the above

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

131) The Hawthorne studies shifted the attention of managers and scholars away from the technical and structural concerns emphasized by the classical management approach and toward \_\_\_\_.

- a) a more scientific approach to management
- b) in-depth studies of actual case histories and individual experiences
- c) the use of computers to deal with more complex mathematical models
- d) the study of social and human concerns as keys to productivity
- e) a Theory X approach to management science

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

132) The deficit principle states that

- a) a need is activated only when the next-lower-level need is satisfied.
- b) people dislike work, lack ambition, act irresponsibly, and prefer to be led.
- c) people are willing to work, like responsibility, and are self-directed and creative.
- d) people at work rationally consider opportunities made available to them and do whatever is necessary to achieve the greatest personal and monetary gain.
- e) a satisfied need is not a motivator of behaviour.

Answer: e

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

133) Klark, an employee of Relkins & Sons Ltd., earns a good compensation, owns a house, has a stable job, and is close to his family and friends. He has been recognized as a good manager, respected by his subordinates, and has mastered his managerial skills. His company offers to pay his house rent if he negotiates a deal with a particular client. This offer fails to motivate him. Which of the following principles explains Klark's behaviour?

- a) progression principle
- b) principle of motion study
- c) deficit principle
- d) Hawthorne effect
- e) self-fulfilling prophecy

Answer: c

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Reflective Thinking

134) Which of the following management theories is based on the deficit principle and the progression principle?

- a) administrative principles
- b) Maslow's theory of human needs
- c) scientific management
- d) Hawthorne studies
- e) Theory X and Theory Y

Answer: b

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

135) Which of the following refers to the lowest needs in Maslow's hierarchy of human needs?

- a) esteem needs
- b) self-actualization needs
- c) social needs
- d) safety needs
- e) physiological needs

Answer: e

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

136) Maslow's work in the area of human needs is important to which area of management thought?

- a) classical approach
- b) scientific management
- c) systems theory
- d) human relations movement
- e) contingency theory

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

137) Maslow's hierarchy of needs theory includes which of the following needs?

- a) food, shelter, sex, money, and prestige
- b) physiological, spiritual, social, and psychological fulfillment
- c) physical safety, financial security, and social status
- d) physiological, safety, social, esteem, and self-actualization
- e) respect, prestige, recognition, security, and power

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

138) \_\_\_ needs refer to the needs for basic biological maintenance such as food, water, and physical well-being.

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

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

139) \_\_\_ needs refer to the needs for security, protection, and stability in the events of daily life.

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

Answer: b

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge  
Difficulty: Easy  
AACSB: Analytic

140) \_\_\_ needs concern the needs for love, affection, and belongingness in one's relationships with other people.

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

Answer: c

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

141) \_\_\_ needs involve the needs for respect, prestige, recognition, and self-esteem; and a personal sense of competency and mastery.

- a) Physiological
- b) Safety.
- c) Social
- d) Esteem
- e) Self-actualization

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

142) \_\_\_ needs include the needs for being self-fulfilled and to grow and use abilities to the fullest and most creative extent.

- a) Physiological
- b) Safety
- c) Social
- d) Esteem

e) Self-actualization

Answer: e

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

143) According to the deficit principle of Maslow's theory of human needs, \_\_\_\_.

- a) people have a variety of needs, or deficits, that they must satisfy at any given time
- b) each person has different needs
- c) people are not motivated by a satisfied need
- d) people are always in need of something
- e) no matter what their condition in life, all people are looking for basic security

Answer: c

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

144) According to the progression principle of Maslow's theory of human needs, \_\_\_\_.

- a) the five human needs must all be satisfied before people can progress to self-actualization
- b) a need at any level only becomes activated when the next lower-level need has been satisfied
- c) the most basic human need is the need for self-actualization
- d) human needs are never truly fulfilled
- e) human needs progress from stronger needs to weaker needs

Answer: b

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

145) At which need level of Maslow's hierarchy do the deficit and progression principles



cease to operate?

- a) physiological needs
- b) safety needs
- c) social needs
- d) esteem needs
- e) self-actualization needs

Answer: e

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

146) Wendy is a manager in a non-profit organization. She is interested in using Maslow's need hierarchy to guide her approach to managing the volunteers working for this non-profit organization. In order to promote productivity, Wendy should \_\_\_\_.

- a) create jobs that satisfy the needs of the volunteers
- b) create work environments that satisfy the needs of the volunteers
- c) ensure that the work is fulfilling for the volunteers
- d) all of the above
- e) none of the above

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Analytic

147) The progression principle states that

- a) a need is activated only when the next-lower-level need is satisfied.
- b) people dislike work, lack ambition, act irresponsibly, and prefer to be led.
- c) people are willing to work, like responsibility, and are self-directed and creative.
- d) people at work rationally consider opportunities made available to them and do whatever is necessary to achieve the greatest personal and monetary gain.
- e) a satisfied need does not motivate behaviour.

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management

approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

148) Leonard works in a company where he receives minimum wages. He does **not** have sufficient money to pay his medical bills. His manager offers to award him with a “Best Worker” certificate if he increases his productivity. This offer fails to motivate him. Which of the following explains Leonard’s behaviour?

- a) progression principle
- b) principle of motion study
- c) deficit principle
- d) Hawthorne effect
- e) Weber’s bureaucracy theory

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Reflective Thinking

149) Recognition is an example of

- a) safety needs.
- b) esteem needs.
- c) self-actualization needs.
- d) physiological needs.
- e) social needs.

Answer: b

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

150) Which of the following matches correctly?

- a) affection—esteem needs
- b) protection—self-actualization needs

- c) prestige—safety needs
- d) physical well-being—physiological needs
- e) mastery—social needs

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

151) Which of the following is an example of a self-actualization need?

- a) need for self-fulfillment
- b) mastery
- c) affection
- d) protection
- e) physical well-being

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

152) The CEO of Charter & Co. has good compensation, a house, a family, and many friends. He is respected by his employees and is recognized as an efficient manager. Now, he wants to start his own company. Which of the following needs is he responding to?

- a) social needs
- b) esteem needs
- c) physiological needs
- d) self-actualization needs
- e) safety needs

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

153) The worker of a company earns a wage that provides him with good food, shelter, and a good standard of living. According to the progression principle, which of the following needs is most likely to motivate him next?

- a) recognition
- b) mastery
- c) protection
- d) self-fulfillment
- e) affection

Answer: e

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Reflective Thinking

154) The worker of a company is motivated by the need for security, protection, and stability in the events of his day-to-day life. According to the progression principle, which of the following needs has already been satisfied?

- a) safety needs
- b) cultural needs
- c) social needs
- d) esteem needs
- e) physiological needs

Answer: e

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

155) At the level of \_\_\_ needs, the deficit and progression principles cease to operate.

- a) self-actualization
- b) social
- c) safety
- d) esteem
- e) physiological

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

156) Penny is the manager at Peace, an international campaigning organization where volunteers work without being paid. According to Maslow's theory, which of the following needs should Penny focus on to increase the productivity of the volunteers?

- a) physical well-being
- b) safety
- c) esteem
- d) mastery
- e) protection

Answer: c

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Reflective Thinking

157) According to McGregor's Theory X, \_\_\_\_.

- a) people are social and self-actualizing
- b) a satisfied need does not motivate behaviour
- c) people at work rationally consider opportunities made available to them
- d) a need is activated only when the next-lower-level need is satisfied
- e) people dislike work, lack ambition, act irresponsibly, and prefer to be led

Answer: e

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

158) According to McGregor's Theory Y, \_\_\_\_.

- a) people are willing to work, like responsibility, and are self-directed and creative
- b) people are social and self-actualizing
- c) a satisfied need does not motivate behaviour
- d) people at work rationally consider opportunities made available to them
- e) a need is activated only when the next-lower-level need is satisfied

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

159) According to Douglas McGregor, managers should pay more attention to \_\_\_\_.

- a) motion studies
- b) social responsibility
- c) behaviour modification techniques
- d) quantitative analysis
- e) social and self-actualization needs

Answer: e

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

160) Theory X managers tend to see their subordinates as \_\_\_\_.

- a) creative, responsible, and self-motivated
- b) motivated by challenging work
- c) irresponsible, resistant to change, lacking in ambition, disliking work, and preferring to be led rather than to lead
- d) liking work because they prefer to lead rather than to be led
- e) basically rational

Answer: c

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

161) According to McGregor, Theory Y managers tend to see their subordinates as \_\_\_\_.

- a) passive, dependent, and reluctant
- b) irresponsible, resistant to change, lacking in ambition, disliking work, and preferring to be led rather than to lead
- c) willing to work, willing to accept responsibility, capable of self-direction, capable of self-control, imaginative, and creative
- d) disliking work because they prefer to be led rather than to lead
- e) basically rational and motivated by money

Answer: c

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

162) McGregor believed that managers holding either Theory X or Theory Y assumptions could create situations in which employees acted as expected. This phenomenon is known as \_\_\_\_.

- a) the Hawthorne Effect
- b) Theory Z
- c) a self-fulfilling prophecy
- d) self-actualization
- e) expectancy theory

Answer: c

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

163) Douglas McGregor would describe managers who tend to be directive in their relationships with others and who take a command-and-control orientation as \_\_\_\_ managers.

- a) scientific principles
- b) Theory X
- c) Theory Y
- d) Theory Z

e) administrative principles

Answer: b

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

164) A manager who allows his or her subordinates to participate in decision making, who delegates authority to them, and who offers them greater job autonomy and job variety would be classified by Douglas McGregor as a \_\_\_ manager.

- a) democratic
- b) human relations
- c) Theory X
- d) Theory Y
- e) Theory Z

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

165) Which of the following is true of a self-fulfilling prophecy?

- a) It does not occur to managers who hold Theory X assumptions.
- b) It occurs when a person acts in ways that confirm the person's expectations.
- c) It does not occur to managers who hold Theory Y assumptions.
- d) It is the tendency of persons singled out for special attention to perform as expected.
- e) It tries to match management practices with situational demands.

Answer: b

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic



166) Cooper is a manager who assumes that his employees dislike work and act irresponsibly. He tries to command and control his workers in every possible way. According to the self-fulfilling prophecy, Cooper's employees are most likely to

- a) take initiatives.
- b) become creative.
- c) become passive.
- d) be self-directed.
- e) perform responsibly.

Answer: c

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

167) Margaret is a manager who assumes that her workers are willing to perform well, like responsibility, and are self-directed. She encourages them to be more involved in their jobs and grants them reasonable freedom. Margaret's subordinates are most likely to

- a) act passively.
- b) become dependent.
- c) perform reluctantly.
- d) perform irresponsibly.
- e) take initiatives.

Answer: e

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Reflective Thinking

168) Managers holding assumptions in Theory X and Theory Y believe that \_\_\_\_.

- a) people are willing to work and like responsibility
- b) people are self-directed and creative
- c) these theories typically create responsible workers
- d) these theories create self-fulfilling prophecies
- e) these theories create opportunities to satisfy esteem and self-actualizing needs

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

169) According to Argyris, \_\_\_\_.

- a) managers who treat people positively and as responsible adults will achieve the highest productivity
- b) the principle of specialization increases opportunities for self-actualization
- c) bureaucracy allows workers to control their work
- d) the concept of unity of direction leads to psychological success
- e) people dislike work, lack ambition, act irresponsibly, and prefer to be led

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

170) What was the disadvantage Argyris found in Weber's bureaucratic model?

- a) It would create passive, dependent workers.
- b) It limits opportunities for self-actualization.
- c) It would create conditions for psychological failure.
- d) It creates a lenient work environment.
- e) It disregards motion study.

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

171) Argyris's theory of adult personality differs from the scientific management theory in that Argyris's theory

- a) develops rules of motion.
- b) develops a clear and consistent approach to work.

- c) proposes excessive supervision of employees.
- d) uses the concept of “time study” to improve efficiency.
- e) criticizes the principle of specialization.

Answer: e

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

172) According to Argyris’s theory of adult personality, which of the following creates dependent and passive workers?

- a) Weber’s bureaucracy
- b) organizations as systems
- c) organizations as communities
- d) scientific management
- e) Maslow’s theory of human needs

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

173) According to Argyris’s theory of adult personality, which of the following may create conditions for psychological failure?

- a) the deficit principle
- b) the progression principle
- c) the concept of motion study
- d) the concept of unity of direction
- e) the principle of specialization

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

174) Among the guided values of Toronto-based Four Seasons Hotels and Resorts is “We believe that each of us needs a sense of dignity, pride, and satisfaction in what we do.” This principle reflects which theorist approach to behavioural management?

- a) Chris Argyris
- b) Douglas McGregor
- c) Abraham Maslow
- d) Mary Parker Follet
- e) Elton Mayo

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Analytic

175) According to Chris Argyris, certain management principles found in the classical approaches are inconsistent with \_\_\_\_.

- a) the administrative-principles approach
- b) Theory X
- c) the mature adult personality
- d) rational principles
- e) the findings of quantitative analysis

Answer: c

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

176) According to Chris Argyris, management practices that are influenced by \_\_\_\_ are inconsistent with the mature adult personality.

- a) Classical management approaches.
  - b) Behavioural management approaches.
- Section Reference 1: Behavioural Management Approaches
- c) Human resource management approaches.
  - d) Quantitative management approaches.
  - e) Modern management approaches.

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

177) Argyris believes that implementation of classical management ideas such as the bureaucratic organization and Fayol's administrative principles will do all of the following **except**

- a) create conditions for psychological failure among the workers.
- b) ensure that workers are productive and efficient.
- c) create dependent and passive workers.
- d) cause workers to have little sense of control over their work environments.
- e) undermine worker performance.

Answer: b

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

178) According to Argyris's theory of personality and organization, managers who treat people as \_\_\_ will achieve \_\_\_.

- a) dependent workers; the highest productivity
- b) dependent workers; high profitability
- c) mature and responsible adults; mediocre productivity
- d) mature and responsible adults; the highest productivity
- e) friendly workers; high productivity and profitability

Answer: d

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

179) Argyris believes that absenteeism, turnover, apathy, alienation, and similar behavioural problems in the workplace occur because of \_\_\_\_.

- a) a mismatch between workers' mature personalities and management practices
- b) task specialization
- c) Theory Y management
- d) a lack of situational thinking
- e) poor communication between managers and employees

Answer: a

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

180) \_\_\_\_ is the use of large databases and mathematics to solve problems and make informed decisions using systematic investigation.

- a) Analytics
- b) Evidence-based management
- c) Total quality management
- d) Contingency thinking
- e) Proxemics

Answer: a

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

181) A coal extracting company is worried about the depleting coal reserves in various parts of the world. It wants to make future projections for reserve sizes and depletion rates that are useful in the planning process. Which of the following quantitative approaches should the company apply?

- a) inventory analysis
- b) mathematical forecasting
- c) queuing theory
- d) linear programming
- e) network models

Answer: b

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

182) A food chain is getting complaints from customers that the waiting time is too long from the time of order placement to the time of delivery during certain times of the day. The outlet wants to allocate service personnel and workstations based on alternative workload demands and in a way that minimizes both customer waiting times and costs of service workers. Which of the following quantitative approaches is the outlet most likely to apply?

- a) inventory analysis
- b) mathematical forecasting
- c) queuing theory
- d) linear programming
- e) network models

Answer: c

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

183) A supermarket chain is receiving complaints from customers about the long waiting times for checkouts in the morning from 8:00 am to 9:00 am and in the evening between 5:00 pm and 9:00 pm. Which of the following modern management foundation approaches should the supermarket use address customers' complaints?

- a) quantitative tools
- b) contingency thinking
- c) operations management
- d) knowledge management
- e) learning organization

Answer: a

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Analytic

184) Which of the following statements accurately describe quantitative management approaches?

- a) Quantitative management approaches developed about the same time as human resource approaches to management.
- b) Quantitative approaches are based on the assumption that mathematical techniques can be used to improve managerial problem solving.
- c) Quantitative approaches are increasingly driven by computer technology.
- d) All of the above statements accurately describe quantitative management approaches.
- e) None of the above statements accurately describe quantitative management approaches.

Answer: d

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Comprehension

Difficulty: Hard

AACSB: Analytic

185) Management science focuses specifically on \_\_\_\_.

- a) how organizations create products and services
- b) finding new ways to improve quality
- c) determining the one best way to manage
- d) applying mathematical techniques to solve management problems
- e) improving organizational systems and subsystems

Answer: d

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

186) A real estate developer wants to control costs and complete building a new apartment complex on time. The developer will use the \_\_\_\_ quantitative approach.

- a) network models
- b) inventory analysis
- c) queuing theory
- d) linear programming
- e) mathematical forecasting



Answer: a

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Analytic

187) An oil exploration company is worried about future petroleum reserves in various parts of the world. The oil company will use the \_\_\_ quantitative approach.

- a) network models
- b) inventory analysis
- c) queuing theory
- d) linear programming
- e) mathematical forecasting

Answer: e

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Analytic

188) A “big box” retailer is trying to deal with pressures on profit margins by minimizing costs of inventories while **never** being “out of stock” for their customers. The big box retailer will use the \_\_\_ quantitative approach.

- a) network models
- b) inventory analysis
- c) queuing theory
- d) linear programming
- e) mathematical forecasting

Answer: b

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Analytic

189) \_\_\_ helps control stocks by mathematically determining how much to automatically

order and when.

- a) Queuing theory
- b) Mathematical forecasting
- c) Inventory analysis
- d) Linear programming
- e) Network models

Answer: c

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

190) Which of the following is true of linear programming?

- a) It makes future projections useful in the planning process.
- b) It helps control inventories by mathematically determining how much to automatically order and when.
- c) It allocates service personnel and workstations based on alternative workload demands.
- d) It calculates how best to allocate production among different machines.
- e) It breaks large tasks into smaller components and diagrams them in step-by-step sequences.

Answer: d

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

191) Network models are used to

- a) make future projections useful in the planning process.
- b) control inventories by mathematically determining how much to automatically order and when.
- c) allocate service personnel and workstations based on alternative workload demands.
- d) calculate how best to allocate production among different machines.
- e) break large tasks into smaller components and diagram them in step-by-step sequences.

Answer: e

Learning Objective 1: Identify what can be learned from the modern management

approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

192) \_\_\_ allow project managers to analyze, plan, and control timetables for the completion of activity sub-sets.

- a) Linear programming
- b) Bureaucracy
- c) Network models
- d) Queuing theory
- e) Inventory analysis

Answer: c

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

193) A \_\_\_ is a collection of interrelated parts working together for a purpose.

- a) contingency
- b) system
- c) motion study
- d) cost centre
- e) safety need

Answer: b

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

194) In an open system, which of the following is an input?

- a) an oven used by a baker
- b) a service offered by a baker
- c) a special type of cheese offered by a deli
- d) a loaf of bread made by a baker

e) a sandwich sold at a deli

Answer: a

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

195) In an open system, which of the following is an output?

- a) technology
- b) people
- c) supplies
- d) money
- e) goods

Answer: e

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

196) A system that actively interacts with its environment is best described as a(n)

- a) subsystem.
- b) closed system.
- c) department.
- d) transformation system
- e) open system

Answer: e

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

197) A system is defined as open because \_\_\_\_.

- a) it is permissive in observing the various principles of management
- b) its subsystems do not relate to one another
- c) it uses Theory X management assumptions
- d) it interacts with its environment in the continual process of transforming resource inputs into outputs
- e) it treats its employees as responsible adults

Answer: d

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

198) Nike–Western Europe is a division of Nike Inc. and is composed of several departments. Using the systems theory, it would be classified as \_\_\_\_.

- a) an entropic system
- b) a subsystem
- c) either a system or a subsystem depending on the frame of reference
- d) either an open or a closed system depending on the frame of reference
- e) a closed system

Answer: c

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Analytic

199) During the 1960s, there were many people who were offended by what they viewed as the gross commercialism of their environment. As a result, many went to live in communes. The members of the communes tried to make the communes as self-sufficient as possible. The commune dwellers tried to create \_\_\_\_ that did **not** interact with the external environment.

- a) subsystems
- b) closed systems
- c) transformation systems
- d) resource-independent systems
- e) open systems

Answer: b

Learning Objective 1: Identify what can be learned from the modern management

approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Analytic

200) \_\_\_ tries to match managerial responses with problems and opportunities specific to different people and settings.

- a) Total quality management
- b) Knowledge management
- c) Evidence-based management
- d) Contingency thinking
- e) Quantitative analysis

Answer: d

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

201) Which of the following works best in a stable and predictable environment?

- a) tight bureaucracy
- b) evidence-based management
- c) human relations approach
- d) knowledge management
- e) quality management

Answer: a

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Comprehension

Difficulty: Easy

AACSB: Analytic

202) A shift in consumer taste in a product results in a huge sales loss. According to \_\_\_, this would lead to adaptation in several areas including product manufacturing and marketing.

- a) Maslow's Theory
- b) quality management
- c) behavioural management approaches

- d) contingency theory
- e) labour Laws

Answer: d

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Analytic

203) In her role as supervisor of a large and diverse workforce, Natalie uses whatever style of management seems to fit the individual employee's needs. Her management style conforms to which theory of management?

- a) bureaucratic management
- b) total quality management
- c) the contingency approach
- d) Theory X and Y
- e) Maslow's Theory

Answer: c

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Analytic

204) According to contingency theories, \_\_\_\_.

- a) the best management approach is based on theory y assumptions
- b) there is no one best management approach
- c) the best management approach employs formal mathematical models
- d) the best management approach takes human factors into consideration
- e) the best management approach focuses on the economic realities of decision making

Answer: b

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

205) From a contingency perspective, a tight bureaucracy

- a) is a dynamic way of organizing things.
- b) is best suited in organizations that are quick in adapting to changing circumstances.
- c) is best suited for quick handling of problems.
- d) works best in a relatively unstable environment.
- e) works best when the operations are predictable and uncomplicated.

Answer: e

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

206) \_\_\_ is an organization-wide commitment to continuous improvement, product attribute, and customer needs.

- a) Quantitative analysis
- b) Total quality management
- c) Theory X
- d) Theory Y
- e) Scientific management

Answer: b

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

207) Which of the following is a true statement about total quality management?

- a) It focuses on applying quantitative management approaches to the production of goods and services.
- b) It is a process of making a commitment to applying quality standards and principles to the way operations are managed in all parts of the organization.
- c) It focuses on reducing the cost of production.
- d) States that there is one best way to manage people and operations.
- e) s a method of determining how to best allocate scarce resources among competing uses.

Answer: b



Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Comprehension

Difficulty: Hard

AACSB: Analytic

208) Which of the following is true of total quality management?

- a) It makes quality principles part of an organization's strategic objectives.
- b) It is applied only to a few aspects of operations.
- c) It applies exclusively to managers.
- d) It applies to the inputs of a system.
- e) It is a one-time improvement process.

Answer: a

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

209) Which of the following is a predominant principle of total quality management?

- a) contingency thinking
- b) continuous improvement
- c) quantitative analysis
- d) progression principle
- e) deficit principle

Answer: b

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

210) An ISO certification is a global indicator of the importance of

- a) knowledge management.
- b) evidence-based management.
- c) total quality management.
- d) quantitative analysis.

e) contingency thinking.

Answer: c

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Easy

AACSB: Analytic

211) The basic principles behind TQM that Deming taught the Japanese include

- a) tally defects, analyze and trace them to the source, make corrections, measure what follows.
- b) tally defects, analyze and trace them to the source, redesign the manufacturing process
- c) tally defects, analyze and trace them to the source, make corrections
- d) tally defects, analyze and trace them to the source, make corrections, solicit customer feedback
- e) none of the above

Answer: a

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

212) Operations and management services in organizations worldwide have adopted international quality standards known as

- a) knowledge management.
- b) continuous improvement.
- c) ISO certification.
- d) total quality management.
- e) evidence-based management.

Answer: c

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

213) Human resource managers make hiring and firing decisions on substantive and empirically proven hard facts. Their decisions are based on

- a) knowledge management.
- b) evidence-based management.
- c) quality management.
- d) modern management.
- e) management.

Answer: a

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

214) Which of the following best describes evidence-based management?

- a) It is the process of using intellectual capital for competitive advantage.
- b) It involves making decisions based on hard facts about what really works.
- c) It is the use of large databases and mathematics to solve problems.
- d) It is the science of reducing a task to its basic physical motions.
- e) It emphasizes careful selection and training of workers and supervisory support.

Answer: b

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

215) Which of the following holds true for evidence-based management?

- a) It does not use evidence from the local context.
- b) An evaluation of the available research evidence is unnecessary.
- c) It does not use “dangerous half-truths” as evidence.
- d) The perspectives of those people affected by a decision are irrelevant.
- e) It does not make decisions based on “hard facts.”

Answer: c

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

216) Which of the following criteria is useful to determine a good scientific method?

- a) Research question or problem remains unidentified.
- b) Data are rigorously gathered, analyzed, and interpreted.
- c) Hypothesis obtained are irrelevant as evidences.
- d) No hypothesis is stated as an explanation.
- e) research design is formed at the last stage of the conclusion.

Answer: b

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

217) Adrian is worried about his factory's consecutive decrease in profits due to the goods that are damaged in the storehouse. This has increased his cost of factors of production. In an attempt to tackle the problem, he has set up a system of measuring the needs of his clients and manufacturing the required number of products. Which of the following approaches has Adrian adopted?

- a) mathematical forecasting
- b) queuing theory
- c) linear programming
- d) inventory analysis
- e) network models

Answer: d

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Reflective Thinking

218) Vernon's team has published a quarterly report that shows a significant decline in sales regarding a particular retailer. Until now, the retailer has been a profitable customer for Vernon's company. Vernon needs to find the problem and deal with the situation quickly. In this situation, which of the following management styles would be most appropriate for

Vernon to adopt?

- a) quality management
- b) knowledge management
- c) contingency thinking
- d) networks model
- e) linear programming

Answer: c

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Reflective Thinking

219) Brad, a manager at an online shopping company, wants to figure out a way for cost effective logistics. While a few suggestions have been made by his colleagues, Brad wants to select only that technique that has been proved to be effective according to hard facts. In this situation, which of the following approaches is being adopted by Brad?

- a) evidence-based management
- b) knowledge management
- c) total quality management
- d) contingency thinking
- e) linear programming

Answer: a

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Reflective Thinking

Question type: Essay

220) What can be learned from classical management thinking?

Answer:

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

Solution: The classical management approaches encompass scientific management, administrative principles, and bureaucratic organization. The basic assumption of the classical management approaches is that people are rational and are primarily driven by economic concerns.

The useful lessons from scientific management, as espoused by Frederick Taylor, are: make results-based compensation a performance incentive; carefully design jobs with efficient work methods; carefully select workers with the abilities to do these jobs; train workers to perform the jobs to the best of their abilities; and train supervisors to support workers so they can perform the jobs to the best of their abilities. In addition, the work of Frank and Lillian Gilbreth, also done within the scientific management tradition, provided a foundation for later advances in job simplification, work standards, and incentive wage plans.

The contributions of the administrative principles branch of the classical management approach are exemplified by the work of Henri Fayol and Mary Parker Follett. Henri Fayol developed rules and principles of management that served as guides to management practice. His rules of managerial foresight, organization, command, coordination, and control are similar to the modern planning, organizing, leading, and controlling functions of management. Fayol's scalar chain, unity of command, and unity of direction principles also served to guide management practice. Follett brought an understanding of groups and a deep commitment to human cooperation to her writings about businesses and other organizations.

Her insights about groups and human cooperation include the following: groups are mechanisms through which individuals could combine their talents for a greater good; organizations should be viewed as communities in which managers and workers work in harmony; and the manager's job is to help organization members cooperate with one another and achieve an integration of interests. Follett's work also anticipated many modern management concepts and practices, including employee ownership, profit sharing, gain-sharing, systems concepts, managerial ethics, and corporate social responsibility.

Max Weber viewed bureaucracy as an ideal, intentionally rational, and very efficient form of organization founded on principles of logic, order, and legitimate authority. The characteristics of bureaucratic organizations include the following: a clear division of labour, a clear hierarchy of authority, formal rules and procedures, impersonality, and careers based on merit. Weber believed that by designing and operating organizations as bureaucracies, productivity could be optimized.

221) What did the behavioural management approaches contribute to management thinking?

Answer:

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Application

Difficulty: Medium

AACSB: Analytic

Solution: The basic assumption of the behavioural management approaches is that people are social and self-actualizing. These approaches include the Hawthorne studies, Maslow's theory of human needs, McGregor's Theory X and Theory Y, and Argyris's theory of adult personality. The key contribution of the Hawthorne studies is that people's feelings, attitudes,

and relationships with co-workers influence their performance. Maslow's hierarchy of human needs suggests that managers who can help people satisfy their important needs at work will achieve productivity. Douglas McGregor, the developer of Theory X and Theory Y, argued that managers should devote more attention to people's social and self-actualizing needs at work. McGregor asserted that managers must shift their perspective from Theory X—a set of negative assumptions about human behaviour—to Theory Y—a set of positive assumptions about human behaviour. McGregor believed that managers who hold either set of assumptions can create self-fulfilling prophecies—that is, through their behaviour they can create situations where subordinates act to confirm the managers' original expectations. Theory Y assumptions are central to contemporary ideas about employee participation, involvement, empowerment, and self-management. Argyris argued that organizations were too often structured and operated in ways that were incongruous with the needs and characteristics of the adult personality. He maintained that implementation of classical management ideas such as the bureaucratic organization and Fayol's administrative principles would create conditions for psychological failure among the workers, create dependent and passive workers, cause workers to have little sense of control over their work environments, and undermine worker performance. To have high individual and organizational performance, Argyris advocated transforming organizations so they would be compatible with the capacities and characteristics of the adult personality.

222) Assume you are a manager working in one of today's Fortune 500 Companies. Discuss how you would try to influence workers' motivation using the classical approach to management. How would you try to influence workers' motivation using the behavioural management approach to management?

Answer:

Learning Objective 1: Identify what can be learned from the classical management approaches.

Section Reference 1: Classical Management Approaches

Bloomcode: Application

Difficulty: Hard

AACSB: Analytic

Solution: The students should draw on the material in their answers to the preceding two questions to address the applied issue in this question. The students should identify both the ideas they are using and how they are using them. The emphasis should be on the practical application of these ideas.

223) Explain the conclusion of the Hawthorne studies.

Answer:

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

Solution: Elton Mayo and his colleagues conducted the Hawthorne studies and concluded that the new “social setting” created for workers in the test room made them want to do a good job. They shared pleasant social relations with one another and received lots of special attention that made them feel important. They were given a lot of information and were frequently asked for their opinions. Mayo’s team concluded that good “human relations” in the test room seemed to result in higher productivity.

224) Explain the two underlying principles that form the basis for Maslow’s theory of human needs.

Answer:

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

Solution: Abraham Maslow described a need as a physiological or psychological deficiency a person feels the compulsion to satisfy, suggesting that needs create tensions that can influence a person’s work attitudes and behaviours. Maslow’s theory is based on two underlying principles. The first is the deficit principle—a satisfied need is not a motivator of behaviour. People act to satisfy “deprived” needs, those for which a satisfaction “deficit” exists. The second is the progression principle—the five needs exist in a hierarchy of “prepotency.” A need at any level is activated only when the next-lower-level need is satisfied.

225) What are the two different assumptions that create a self-fulfilling prophecy?

Answer:

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

Solution: Theory X and Theory Y are the two assumptions that create self-fulfilling prophecies. Managers with Theory X assumptions, for example, act in a very directive, command-and-control fashion that gives people little personal say over their work. These supervisory behaviours create passive, dependent, and reluctant subordinates, who tend to do only what they are told to or required to do. This reinforces the original Theory X viewpoint. In contrast to Theory X, managers with Theory Y assumptions tend to behave in “participative” ways that allow subordinates more job involvement, freedom, and responsibility. This creates opportunities to satisfy esteem and self-actualization needs; workers tend to perform as expected with initiative and high performance.



226) Is the following statement an underlying principle of Maslow's theory? "A need at any level is activated only when the next-lower-level need is satisfied."

Answer:

Learning Objective 1: Identify what can be learned from the behavioural management approaches.

Section Reference 1: Behavioural Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

Solution: Yes. The above statement is the progression principle of the Maslow's theory—the five needs exist in a hierarchy of "prepotency."

According to Maslow, people try to satisfy the five needs in sequence. They progress step by step from the lowest level in the hierarchy up to the highest. Along the way, a deprived need dominates individual attention and determines behaviour until it is satisfied. Then, the next-higher-level need is activated. At the level of self-actualization, the deficit and progression principles cease to operate.

227) Discuss organizations as systems.

Answer:

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Knowledge

Difficulty: Medium

AACSB: Analytic

Solution: Organizations have long been described as cooperative systems that achieve great things by combining resources and the contributions of many individuals to achieve a common purpose. But the reality is that cooperation among the many people and parts is often imperfect and can be improved. That is why it's important to understand the full complexity of an organization as a system of interrelated parts or subsystems that work together to achieve a common purpose. It is helpful to view organizations as open systems that interact with their environment in a continual process of transforming inputs—people, technology, information, money, and supplies—into outputs—goods and services for their customers and clients.

228) What is systems thinking? What is contingency thinking? Why are both types of thinking useful for managers in contemporary organizations?

Answer:

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

Solution: Systems thinking views organizations as open systems that interact with their environment in a continual process of transforming resource inputs into product outputs.

Systems thinking also views the organization as a collection of interrelated parts or subsystems that must function together to achieve a common purpose. Each subsystem needs to perform its tasks well and to work well with the other subsystems.

Contingency thinking tries to match managerial responses with the problems and opportunities unique to different situations, particularly those posed by individual and environmental differences. Contingency approaches to management assert that there is no one best way to manage. Instead, managers should understand individual and situational differences and respond to them in appropriate ways.

Systems thinking and contingency thinking recognize the realities of complex modern organizations and their interplay with dynamic and competitive global environments. Failure to embrace either systems thinking or contingency thinking undermines the effective management and leadership of organizations.

229) The core of an evidence-based management approach is the application of ‘the scientific method’ to the decision-making process. Define evidence-based management approach and describe the scientific method used in this approach.

Answer:

Learning Objective 1: Identify what can be learned from the modern management approaches.

Section Reference 1: Modern Management Approaches

Bloomcode: Comprehension

Difficulty: Medium

AACSB: Analytic

Solution: Evidence-based management, or EBM, is defined as the process of making management decisions on “hard facts”- that is about what really works, rather than on “dangerous half-truths”- things that sound good but lack empirical substantiation.

Evidence-based management proceeds from the premise that using better, deeper logic and employing facts to the extent possible permits leaders to do their jobs better. Evidence-based management is based on the belief that facing the hard facts about what works and what doesn’t, understanding the dangerous half-truths that constitute so much conventional wisdom about management, and rejecting the total nonsense that too often passes for sound advice will help organizations perform better.

The scientific method is a well-established practice that refers to techniques for investigating phenomena, acquiring new knowledge, or correcting and integrating previous knowledge. To be termed scientific, a method of inquiry must be based on gathering observable, empirical and measurable evidence subject to specific principles of reasoning. It includes the following guidelines:

A research question or problem is identified.

One or more hypotheses, or possible explanations, are stated.

A research design is created to systematically test the hypotheses.

Data gathered through the research are analyzed and interpreted.

The hypotheses are accepted or rejected based upon the evidence.