

## Chapter 2—History of Management

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### MULTIPLE CHOICE

1. Anthony was a skilled woodworker whose exquisite handiwork was sought after by many for custom furniture. However, due to the invention of cutting machines and processes, the need for Anthony's skills decreased quickly. Which period of time did Anthony exist in?
  - a. 1650–1750
  - b. 1750–1900
  - c. 1900–1950
  - d. 1950–2000

ANS: B

During the industrial revolution of 1750–1900, steam and power made production possible and machines began replacing highly paid skilled artisans.

PTS: 1

REF: p. 19

OBJ: 1

BLM: Higher Order

2. How did the Industrial Revolution change jobs and organizations?
  - a. Managers realized the importance of synergistic tasks.
  - b. Managers realized the importance of customer relations.
  - c. Low-paid, unskilled workers running machines began to replace high-paid, skilled artisans.
  - d. Skilled jobs were performed in homes rather than in factories.

ANS: C

Instead of being performed in fields and homes, jobs occurred in large, formal organizations where hundreds of people worked under one roof.

PTS: 1

REF: p. 19

OBJ: 1

BLM: Remember

3. William used to allow his packaging employees freedom to prepare custom orders as they liked, and each had their own way of packing boxes. A consultant was hired and William's department became more efficient when the packagers learned and followed a specific packaging process. Which type of management influenced the change in William's department?
  - a. contingency management
  - b. scientific management
  - c. bureaucratic management
  - d. information management

ANS: B

Scientific management involves thoroughly studying and testing different work methods to identify the best, most efficient way to complete a job.

PTS: 1

REF: p. 20

OBJ: 2

BLM: Higher Order

4. Beverly is unhappy with her production supervisor. Beverly would normally finish 200 products per shift but she is purposely finishing less than 100 by working at a much slower pace. What is this an example of?
- job loitering
  - roadblocking
  - lagging
  - soldiering

ANS: D                      PTS: 1                      REF: p. 21                      OBJ: 2  
BLM: Higher Order

5. What is Frederick Taylor famous for?
- developing time and motion studies
  - being first to define the functions of managers
  - developing the 14 principles of management
  - creating the principles of scientific management

ANS: D                      PTS: 1                      REF: p. 20–21                      OBJ: 2  
BLM: Remember

6. Kathy is the production manager for a computer assembly company. Kathy is evaluating her best workers so that their assembly methods can be formalized and documented for all workers to follow. Which goal of scientific management is Kathy pursuing?
- making sure that workers did not consider their work boring or repetitive
  - eliminating conflict between workers and management
  - finding the one best way to perform each task
  - finding different ways to motivate workers

ANS: C  
Scientific management involves thoroughly studying and testing different work methods to identify the best, most efficient way to complete a job.

PTS: 1                      REF: p. 20–21                      OBJ: 2                      BLM: Higher Order

7. Patrick rewards his best production workers and treats all workers fairly. When Patrick encouraged all production staff to model the most efficient ones, he rewarded the entire department when their production numbers increased. To which human relations approach is this most closely related?
- using group dynamics to ensure that organizational goals are met
  - employing Gantt charts to monitor productivity
  - finding the one best way for doing each task
  - dividing the work and the responsibility equally between management and workers

ANS: A  
The importance of group dynamics was realized in the Hawthorne Studies.

PTS: 1                      REF: p. 26                      OBJ: 4                      BLM: Higher Order

8. Karl spent a morning evaluating his production staff and recorded their movements with a stopwatch. He realized he could reduce the distance workers walked to complete a process by simply changing the direction of flow of the product. Which element of Frank and Lillian Gilbreth's work is this an example of?
- They used motion studies to eliminate unnecessary or repetitive motions from work.
  - They proved the effectiveness of nonfinancial motivators in convincing workers to strive for organizational goals.
  - They realized how the principles of sociology applied to worker performance.
  - They identified the four functions managers perform.

ANS: A                      PTS: 1                      REF: p. 22–23                      OBJ: 2  
BLM: Higher Order

9. Which management theorist would most likely have used his understanding of how work is done to help surgeons eliminate unnecessary motions, operate more efficiently, and save more lives by closely studying how surgeries were performed?
- Henri Fayol
  - Chester Barnard
  - Frederick Taylor
  - Frank Gilbreth

ANS: D  
This episode in Gilbreth's life is described in a book written by one of his sons. He used motion studies to reduce surgery time.

PTS: 1                      REF: p. 22–23                      OBJ: 2                      BLM: Higher Order

10. Which management theorist would most likely have said, "The greatest waste in the world comes from needless, ill-directed, and ineffective motions"?
- Frederick Taylor
  - Frank Gilbreth
  - Henri Fayol
  - Chester Barnard

ANS: B  
Gilbreth is famous for using motion studies to reduce or eliminate unnecessary and repetitive motions.

PTS: 1                      REF: p. 22–23                      OBJ: 2                      BLM: Remember

11. A contractor assessed an overdue job. As he looked at the job site, he saw one worker moving bricks by carrying two at a time from where they were unloaded to where they were needed. He saw another climbing up a ladder with a few shingles, climbing down to get more, and then repeating the process. What approach could the contractor use to determine how the workers could perform their tasks more efficiently?
- time and motion studies
  - resource assessments
  - workload analyses
  - systems analyses

ANS: A  
Time studies would show how long it takes a good worker to finish a task; motion studies would identify which motions are unnecessary and repetitive.

PTS: 1                      REF: p. 22–23                      OBJ: 2                      BLM: Higher Order

12. Caroline is the trade show supervisor for a furniture manufacturer. Caroline and her staff have 12 hours to set up the booth's walls, flooring, lighting, and signage before the sample furniture arrives. Caroline uses a whiteboard to illustrate to her staff the order that the booth will be constructed in and the time each part must be completed by. What type of chart did Caroline most likely use to guide her staff?
- organizational chart
  - Gantt chart
  - flow chart
  - decision chart

ANS: B                      PTS: 1                      REF: p. 23                      OBJ: 2  
BLM: Higher-Order

13. In which of the following situations would a Gantt chart be appropriate to use?
- determining parcel weights before shipping to customers
  - installing a local area network for a computer system
  - rebuilding communities destroyed by a hurricane
  - evaluating employees

ANS: C  
A Gantt chart would be appropriate for any rebuilding activities because it would allow planners to see which tasks needed to be done at which time in order to complete a project.

PTS: 1                      REF: p. 23                      OBJ: 2                      BLM: Higher Order

14. What was Max Weber developing in Europe at about the same time as management theorists were developing scientific management principles in the United States?
- group dynamics theory
  - systems management
  - contingency management
  - bureaucratic management

ANS: D                      PTS: 1                      REF: p. 24                      OBJ: 3  
BLM: Remember

15. According to Weber, what best characterizes a bureaucracy?
- organization based on the theory of behavioural reinforcement
  - determination of an individual's power base within an organization through political connections
  - exercise of control on the basis of knowledge, expertise, or experience
  - reliance on scheduled, periodic corrective actions to operate most efficiently

ANS: C                      PTS: 1                      REF: p. 24–25                      OBJ: 3  
BLM: Remember

16. Anthony's new business is growing rapidly and his staff has increased from just he and his wife to over 50 full-time workers. In order to create structure, Anthony gives each employee specific work processes, assigned objectives, and one manager each employee reports to. Which element of bureaucratic organization is Anthony working on?
- chain of command
  - division of labour
  - impartial application of rules and procedures
  - recorded in writing

ANS: B                      PTS: 1                      REF: p. 25                      OBJ: 3  
BLM: Higher Order

17. What is the intention of bureaucracy as defined by Weber?
- to achieve an organization's goal in the most efficient way possible
  - to create sustainable, nonfinancial motivation tools
  - to provide managers with the tools needed to adapt to different situations
  - to create synergy within the organization's departments

ANS: A                      PTS: 1                      REF: p. 25                      OBJ: 3  
BLM: Remember

18. Which of the following ideas is associated with Max Weber's bureaucratic management?
- the development of cohesive work groups
  - span of management
  - conflict as something beneficial
  - chain of command

ANS: D  
Bureaucratic management is also identified with the impartial application of rules and procedures that are recorded in writing and the use of professional managers.

PTS: 1                      REF: p. 25                      OBJ: 3                      BLM: Remember

19. Who is best known for developing the 5 functions of managers and the 14 principles of management?
- Henri Fayol
  - Max Weber
  - Frank Gilbreth
  - Elton Mayo

ANS: A                      PTS: 1                      REF: p. 25–26                      OBJ: 3  
BLM: Remember

20. Which management theorist drew on his own experiences as a CEO to create his theory of management?
- Elton Mayo
  - Frederick Taylor
  - Henri Fayol
  - Max Weber

ANS: C                      PTS: 1                      REF: p. 25–26                      OBJ: 3  
BLM: Remember

21. Which type of management is Henri Fayol responsible for developing?
- bureaucratic
  - administrative
  - operations
  - contingency

ANS: B                      PTS: 1                      REF: p. 25–26                      OBJ: 3  
BLM: Remember

22. Which management theorist would most likely have said, “The success of an enterprise generally depends much more on the administrative ability of its leaders than on their technical ability”?
- Henri Fayol
  - Mary Parker Follett
  - Max Weber
  - Lillian Gilbreth

ANS: A  
Note the statement’s emphasis on the importance of administrative management.

PTS: 1                      REF: p. 25–26                      OBJ: 3                      BLM: Higher Order

23. Richard and his wife, Eleanor, run a training company. Staff would ask either Richard or Eleanor for guidance depending on who was available to speak to. A problem occurred when a staff member was given direction from Eleanor that conflicted with what Richard had told them. Since that occurrence, each staff member reports to either Richard or Eleanor, but not both. Which of Henri Fayol’s principles is this an example of?
- unity of direction
  - centralization
  - vertical authority
  - unity of command

ANS: D                      PTS: 1                      REF: p. 27; Exhibit 2.4  
OBJ: 3                      BLM: Higher Order

24. Rose believes her employees will be more productive if she pays attention to how they feel and creates a family atmosphere within her company. Which approach to management is Rose most aligned with?
- scientific
  - human relations
  - administrative
  - systems

ANS: B                      PTS: 1                      REF: p. 26                      OBJ: 4  
BLM: Higher Order

25. Which of the following statements represents a tenet of human relations management?
- Success follows from strict adherence to the chain of command principle.
  - Effective managers must be able to perform all four managerial functions simultaneously.
  - Success depends on treating workers well.
  - Efficiency equals organizational success.

ANS: C                      PTS: 1                      REF: p. 26                      OBJ: 4  
BLM: Remember

26. Which of the following management theorists helped develop human relations management?
- Max Weber
  - Mary Parker Follett
  - Henri Fayol
  - Henry Gantt

ANS: B                      PTS: 1                      REF: p. 26                      OBJ: 4  
BLM: Remember

27. A recent union–management conflict was at a stalemate for months and then settled by an arbitrator in favour of the union. Management claimed the pay increase demanded by the union would cripple the company’s finances. A win-win situation was not the outcome. Many feel that this was a lose-lose outcome and will spell the start of the demise of the company. According to Mary Parker Follett, what type of conflict is this?
- resolution
  - integration
  - domination
  - coercion

ANS: C  
Follett described domination as one management approach to conflict; however, she believed that the best way to deal with conflict was not “domination,” where one side won and the other lost, nor compromise, where each side gave up some of what it wanted, but integration.

PTS: 1                      REF: p. 26                      OBJ: 4                      BLM: Higher Order

28. TRX Inc. and its box supplier could not agree on a new price. The raw material cost to manufacture boxes increased and the supplier needed a new contract with its customers. TRX knew it was the supplier’s number one customer and planned to refuse any price increase. However, to maintain a long-term relationship, TRX settled on a price just below the supplier’s initial increase. Both companies were happy with the new contract. What would Mary Parker Follett call this conflict settlement?
- mediation
  - arbitration
  - negotiation
  - compromise

ANS: D                      PTS: 1                      REF: p. 26                      OBJ: 4  
BLM: Higher Order

29. Which statement represents one of Mary Parker Follett’s beliefs about management?
- Rules and procedures should be applied without favouritism.
  - Group dynamics produce positive peer pressure.
  - Conflict can be beneficial.
  - Pay should be performance based.

ANS: C                      PTS: 1                      REF: p. 26                      OBJ: 4  
BLM: Remember

30. Which of the following represents how Mary Parker Follett believed managers typically dealt with conflict?
- domination, compromise, and integration
  - accommodation, mediation, and domination
  - coercion, mediation, and integration
  - facilitation, mediation, and coercion

ANS: A                      PTS: 1                      REF: p. 26                      OBJ: 4  
BLM: Remember

31. According to Mary Parker Follett, what is the easiest way to deal with conflict in the moment, though it is not usually successful in the long run?
- coercion
  - domination
  - mediation
  - arbitration

ANS: B                      PTS: 1                      REF: p. 26                      OBJ: 4  
BLM: Remember

32. Which statement characterizes integrative conflict resolution?
- A third party's decision settles the conflict.
  - Both parties work together to create an alternative solution that includes shared preferences and integrates interests.
  - Both parties involved agree to give up something.
  - Both parties in the conflict are coerced into accepting a less-than-optimal solution.

ANS: B                      PTS: 1                      REF: p. 26                      OBJ: 4  
BLM: Remember

33. Which of the following ideas is most closely related to Mary Parker Follett's writings about management?
- Effective management is based on 14 principles.
  - Assigning tasks to those best qualified will improve efficiency and effectiveness.
  - Leadership should be based on knowledge, expertise, or experience.
  - Integration is the most effective approach to conflict resolution.

ANS: D                      PTS: 1                      REF: p. 26                      OBJ: 4  
BLM: Remember

34. Which management theorist said, "As conflict is here in this world, as we cannot avoid it, we should, I think, use it to work for us. Instead of condemning it, we should set it to work for us"?
- Frederick Taylor
  - Henri Fayol
  - Henry Gantt
  - Mary Parker Follett

ANS: D                      PTS: 1                      REF: p. 26                      OBJ: 4  
BLM: Remember



35. Which management theorist is best known for his/her role in the Hawthorne Studies?
- Elton Mayo
  - Chester Barnard
  - Mary Parker Follett
  - Frank Gilbreth

ANS: A                      PTS: 1                      REF: p. 26                      OBJ: 4  
BLM: Remember

36. Willis initiates communication between two team leaders and their team to discuss the best practices on meeting production targets. The leaders are able to both improve production from increased efficiency. According to the Hawthorne studies, what has led to this increase in production?
- member cohesiveness
  - realistic work quotas
  - important work
  - merit-based promotion

ANS: A                      PTS: 1                      REF: p. 30                      OBJ: 4  
BLM: Higher Order

37. Which behaviour did Elton Mayo witness during the Bank Wiring Room phase of the Hawthorne Studies?
- group dissonance
  - soldiering
  - rate busting
  - lagging behaviour

ANS: B  
Soldiering occurs when workers deliberately slow their pace or restrict their work outputs.

PTS: 1                      REF: p. 21                      OBJ: 4                      BLM: Remember

38. Which management theorist provided managers with a better understanding of the effect that group social interactions and employee satisfaction have on individual and group performance?
- Elton Mayo
  - Chester Barnard
  - Henri Fayol
  - Max Weber

ANS: A                      PTS: 1                      REF: p. 29–30                      OBJ: 4  
BLM: Remember

39. Which term did Chester Barnard define as “a system of consciously coordinated activities or forces of two or more persons”?
- bureaucracy
  - department
  - organization
  - administration

ANS: C                      PTS: 1                      REF: p. 29–30                      OBJ: 4  
BLM: Remember

40. Which statement relates most closely to Chester Barnard's ideas of management?
- People should be hired based on their qualifications to do a job well.
  - The best way to handle conflict is through integration.
  - The crew working on the construction of a new church is an example of an organization.
  - Human factors related to work are more important than physical conditions.

ANS: C

An organization is a system of consciously coordinated activities or forces of two or more persons.

PTS: 1

REF: p. 30

OBJ: 4

BLM: Higher Order

41. Daniel is a new employee in a meat processing plant's accounting department. Daniel's supervisor is pleased that Daniel has joined her department. Every directive she gives Daniel, he follows right away without question. What would Chester Bernard say Daniel's behaviour is an example of?
- zone of authority
  - zone of understanding
  - zone of acceptance
  - zone of indifference

ANS: D

PTS: 1

REF: p. 30

OBJ: 4

BLM: Higher Order

42. When will employees be indifferent to managerial directives or orders?
- When the directives or orders are misunderstood.
  - When their purpose is consistent with the purpose of the organization.
  - When management has unrealistic expectations.
  - When managers do not care about the personal interests of workers.

ANS: B

PTS: 1

REF: p. 30

OBJ: 4

BLM: Remember

43. Which of the following management theorists believed that workers ultimately grant managers their authority?
- Chester Barnard
  - Max Weber
  - Mary Parker Follett
  - Elton Mayo

ANS: A

PTS: 1

REF: p. 29–30

OBJ: 4

BLM: Remember

44. Amanda is a manager within a furniture manufacturing company. Amanda negotiates raw material purchases from suppliers, ensures her production teams meet quotas, and final products meet standards set by upper management. What type of manager is Amanda?
- operations manager
  - resource manager
  - systems manager
  - bureaucratic manager

ANS: A

PTS: 1

REF: p. 30

OBJ: 5

BLM: Higher Order

45. Which of the following is an example of a commonly used operations management tool?
- closed systems
  - open systems
  - scheduling systems
  - synergy systems

ANS: C                      PTS: 1                      REF: p. 30                      OBJ: 5  
BLM: Remember

46. Who is responsible for initiating the now common practice of manufacturing most products using standardized, interchangeable parts?
- Henri Fayol
  - Eli Whitney
  - Chester Barnard
  - Frederick Taylor

ANS: B                      PTS: 1                      REF: p. 30                      OBJ: 5  
BLM: Remember

47. Joyce is a manager at a hard goods distribution company. An example of Joyce's responsibility is to ensure that the sales staff is aware of customers that the accounting department has identified as having problems paying their invoices. What type of management does Joyce engage in?
- administrative management
  - management science
  - information management
  - operations management

ANS: C                      PTS: 1                      REF: p. 31                      OBJ: 5  
BLM: Higher Order

48. Manufacturers today purchase raw materials so that just enough inventory is on hand to produce the product in small batches. Which management approach is this practice most closely related to?
- systems management
  - information management
  - operations management
  - contingency management

ANS: C  
Once standardized, interchangeable parts became the norm in manufacturing, companies ran into problems of too much inventory. Oldsmobile's operations management addressed this problem in 1905.

PTS: 1                      REF: p. 30                      OBJ: 5                      BLM: Higher Order

49. What term is used to describe the amount and number of raw materials, parts, and finished products that a company has in its possession?
- supplies
  - material resources
  - inventory
  - physical resources

ANS: C                      PTS: 1                      REF: p. 30                      OBJ: 5  
BLM: Remember

50. Janice is a manager with an international finance company. One of Janice's responsibilities is to ensure the stock brokers in the company are aware of the Canadian dollar value against foreign currencies on an hourly basis. What type of manager is Janice?
- systems manager
  - information manager
  - operations manager
  - contingency manager

ANS: B

Information management has existed for most of recorded history. Organizations have quickly adopted new information technologies. Speedy information technologies are essential for business success.

PTS: 1

REF: p. 31

OBJ: 5

BLM: Higher Order

51. What does a systems view of management allow managers to do?
- deal with their complex work environment
  - manage employee attendance
  - communicate efficiently
  - store and retrieve all types of information

ANS: A

PTS: 1

REF: p. 32

OBJ: 5

BLM: Remember

52. What is a set of interrelated elements or parts that function as a whole called?
- a synergistic graph
  - a dependency
  - a relationship
  - a system

ANS: D

PTS: 1

REF: p. 32

OBJ: 5

BLM: Remember

53. XBC Inc. is a utility monopoly. Since it does not have competitors, XBC has had little incentive to change the way it does business. This has caused XBC to become out of sync with customers who wish to receive more automated information such as online account information and internet billing. Which system best describes how XBC operates?
- covert system
  - closed system
  - synergistic subsystem
  - open system

ANS: B

PTS: 1

REF: p. 32

OBJ: 5

BLM: Higher Order

54. Which of the following types of systems are organizations that interact with their environments and depend on them for survival?
- covert systems
  - open systems
  - synergistic subsystems
  - closed systems

ANS: B                      PTS: 1                      REF: p. 32                      OBJ: 5  
BLM: Remember

55. What occurs when  $1 + 1 = 3$ ?
- an open system
  - synergy
  - entropy
  - reciprocity

ANS: B                      PTS: 1                      REF: p. 32                      OBJ: 5  
BLM: Remember

56. Which statement describes what happens when synergy occurs?
- Workers deliberately slow down their pace or restrict their work outputs.
  - Productivity increases as a result of workers' beliefs that management cares about them.
  - Two or more subsystems working together produce more than if they were working apart.
  - A system of consciously coordinated activities or forces is created by an organization.

ANS: C                      PTS: 1                      REF: p. 32                      OBJ: 5  
BLM: Higher Order

57. Which of the following is an example of a closed system?
- an isolated ranch in Alberta
  - a company's highly secure accounting system
  - the Metropolitan Museum of Art
  - Canada Post

ANS: B  
Closed systems can function without interacting with their environments.

PTS: 1                      REF: p. 32                      OBJ: 5                      BLM: Higher Order

58. Which of the following types of entities are the Toronto Raptors basketball team, the University of British Columbia, Blue Cross, and RIM?
- entropic systems
  - open systems
  - closed systems
  - synergistic subsystems

ANS: B  
Virtually all organizations are open systems and interact with their environments.

PTS: 1                      REF: p. 32                      OBJ: 5                      BLM: Higher Order

59. Kraft Foods has created five global product divisions—beverages, snacks, cheese and dairy, convenience meals, and grocery. It also has two marketing divisions—one for North America and the other for everywhere else. According to the systems approach to management, what are these seven divisions examples of?
- work units
  - functional systems
  - closed systems
  - subsystems

ANS: D

Subsystems are smaller systems that operate within the context of a larger system.

PTS: 1

REF: p. 32

OBJ: 5

BLM: Higher Order

60. Jennifer has 25 years of experience in management and has just completed a study of the history of management. Jennifer understands that no one theory of management works in all situations. Which approach to management does Jennifer most likely follow?
- operations management
  - information management
  - systems management
  - contingency management

ANS: D

The contingency approach to management states that there are no universal management theories and that the most effective management theory depends on the situation the organization is facing.

PTS: 1

REF: p. 32–33

OBJ: 5

BLM: Higher Order

61. Teresa applied the human relations theory of management to motivate her team to increase sales by 8 percent. She then applied the scientific management theory to match customer accounts to the appropriate salesperson. What overall approach to management does Teresa most likely follow?
- operations management
  - information management
  - systems management
  - contingency management

ANS: D

The contingency approach to management states that there are no universal management theories and that the most effective management theory depends on the situation the organization is facing.

PTS: 1

REF: p. 32–33

OBJ: 5

BLM: Higher Order

62. Dr. Murray has improved the efficiency of his dental office. Originally, his two dental hygienists could each serve seven patients per day; however, he added a coordinator to greet patients and handle non-hygiene functions normally handled by the hygienists. This initiative enabled the two hygienists to handle 10 patients each per day. What did Dr. Murray create?
- an open system
  - a closed system
  - synergy
  - bureaucracy

ANS: C

PTS: 1

REF: p. 32

OBJ: 5

BLM: Higher Order

63. Patrick is considered one of the most effective managers within the company he works for. The company's president has observed that Patrick changes the way he manages for different situations and the different needs and agendas of the people involved. Which type of management does Patrick display at work?
- operations management
  - systems management
  - information management
  - contingency management

ANS: D                      PTS: 1                      REF: p. 32                      OBJ: 5  
BLM: Higher Order

64. Which of the following is an advantage of the systems approach to management?
- It simplifies the management process by supporting the principle of unity of command.
  - It allows managers to reward workers on the basis of their performance.
  - It forces managers to create coordinated communication.
  - It forces managers to view their organization as part of a whole.

ANS: D                      PTS: 1                      REF: p. 32                      OBJ: 5  
BLM: Remember

65. Which of the following represents the belief that the most effective management theory or idea depends on the kinds of problems or situations managers are facing at a particular time and place?
- the human relations approach
  - administrative management
  - the contingency approach
  - bureaucratic management

ANS: C                      PTS: 1                      REF: p. 32                      OBJ: 5  
BLM: Remember

66. On Saturday, the manager of Tony's Pizza had to deal with an employee with a hangover, a missing server, and an unusually large number of customers. Monday was a slow day, and an employee fell asleep behind the prep table. Both employees came to work not ready to work their hardest. Which management tenet would indicate that the manager should treat these two employees differently?
- principles of bureaucratic management
  - contingency approach to management
  - principles of administrative management
  - human relations approach to management

ANS: B  
According to the contingency approach, the most effective management theory or idea depends on the kinds of problems or situations that managers are facing at a particular time and place.

PTS: 1                      REF: p. 32                      OBJ: 5                      BLM: Higher Order

**Scenario 2-1**

As the day-shift supervisor at the steel plant, you summon the six college students who are working for you this summer doing odd jobs. You walk them across the plant to a field where the company stores scrap metal “leftovers.” The area, about the size of a football field, is stacked with organized piles of metal. You explain that everything they see has just been sold.

You point out that railroad tracks divide the field into parallel sectors, like the lines on a football field, so that each stack of metal is no more than 4 m from a track. Each stack contains 390 pieces of metal. Each piece weighs 42 kg and is about a metre long; it’s just over 10 cm wide and 10 cm deep. You tell the students that, working as a team, they are to pick up each piece, walk up a ramp to the railroad car positioned next to each stack, and then neatly position and stack the metal for shipment. A forklift cannot be used because the metal is not on wooden pallets (the pallets would be crushed). The only way to get the metal into the rail cars is for the students to carry it.

Based on an old report from the last time the company sold some of the metal, you understand that over an eight-hour shift, workers typically loaded 30 to 31 pieces of metal parts per hour. At that pace, though, it will take your six students *six weeks* to load all of the metal; it must, however, be shipped in *two weeks*. So, without more workers (there’s a hiring freeze) and without forklifts, all of the metal has to be loaded by hand by these six workers in two weeks.

67. Refer to the Scenario 2-1. What advice should you, as the shift supervisor at the steel plant in charge of the six college students, take from the teachings of Frederick Taylor?
- Look at how the task assigned influences the organizational goals.
  - Scientifically train, teach, and develop these employees to help them reach their full potential.
  - Use time and motion studies to create the most efficient work methodology.
  - Rely on qualification-based hiring.

ANS: B                      PTS: 1                      REF: p. 20–21                      OBJ: 2  
BLM: Higher Order

68. Refer to the Scenario 2-1. As shift supervisor, you need to motivate the students to work much, much harder than they have been all summer, to move them beyond the leisurely pace and job assignments they have gotten used to. Bear in mind the idea that management is responsible for paying workers fairly for their work. Who stated, “A fair day’s pay for a fair day’s work” and is the management theorist that the above scenario most closely relates to?
- Max Weber
  - Frederick Taylor
  - Mary Parker Follett
  - Frank Gilbreth

ANS: B                      PTS: 1                      REF: p. 20–21                      OBJ: 2  
BLM: Higher Order

69. Refer to the Scenario 2-1. . What advice from Henri Fayol’s teachings should you take to improve productivity with the six college students?
- Eliminating bottlenecks is the key to job effectiveness.
  - Coordination is the key to job effectiveness.
  - The principle of division of work will get the job done more efficiently.
  - Always follow the chain of command.

ANS: C                      PTS: 1                      REF: p. 27                      OBJ: 3  
BLM: Higher Order



70. Refer to the Scenario 2-1. What advice from the teachings of Mary Parker Follett should you apply to your relations with the six college students?
- Deal with the conflict they may feel when asked to do the extra work.
  - Use group dynamics to make the task easier.
  - Monitor soldiering because it is a disruptive practice.
  - Use monetary rewards to provide motivation.

ANS: A                      PTS: 1                      REF: p. 26                      OBJ: 4  
 BLM: Higher Order

71. Refer to the Scenario 2-1. Which approach to management is most applicable to the manager's problem with the metal and other raw materials?
- contingency management
  - systems management
  - operations management
  - administrative management

ANS: C                      PTS: 1                      REF: p. 30                      OBJ: 5  
 BLM: Higher Order

### TRUE/FALSE

1. Management ideas and practices have been used from the earliest times of recorded history.

ANS: T                      PTS: 1                      REF: p. 20                      OBJ: 1  
 BLM: Remember

2. For most of humankind's history, people have commuted to work.

ANS: F  
 For most of history, people have worked in or near their homes and have not commuted.

PTS: 1                      REF: p. 19                      OBJ: 1                      BLM: Remember

3. After the Industrial Revolution, jobs mostly occurred in large, formal organizations where hundreds of people worked under one roof.

ANS: T                      PTS: 1                      REF: p. 19                      OBJ: 1  
 BLM: Remember

4. Frederick Taylor was the father of systems management.

ANS: F  
 Frederick Taylor was the father of scientific management.

PTS: 1                      REF: p. 20                      OBJ: 2                      BLM: Remember

5. One of Taylor's management principles concerned how workers should be selected.

ANS: T

The second principle of scientific management was to scientifically select, train, teach, and develop workers to help them reach their full potential.

PTS: 1                      REF: p. 21                      OBJ: 2                      BLM: Remember

6. According to the principles of scientific management, work and the responsibility for the work should be divided equally between workers and management.

ANS: T                      PTS: 1                      REF: p. 21; Exhibit 2.1  
OBJ: 2                      BLM: Remember

7. Frank and Lillian Gilbreth studied the psychology of groups.

ANS: F

The Gilbreths are noted for their time and motion studies.

PTS: 1                      REF: p. 22                      OBJ: 2                      BLM: Remember

8. A time study allows each task or job to be broken down into separate motions. Once this is done, then unnecessary or repetitive motions can be eliminated.

ANS: F

The definition provided applies to a motion study.

PTS: 1                      REF: p. 22                      OBJ: 2                      BLM: Remember

9. A Gantt chart can be used to track informal communication paths.

ANS: F

A Gantt chart shows which tasks must be completed at which times in order to fulfill a project or task.

PTS: 1                      REF: p. 23                      OBJ: 2                      BLM: Remember

10. Weber's concept of bureaucratic management supported qualification-based hiring and merit-based promotion.

ANS: T                      PTS: 1                      REF: p. 24; Exhibit 2.3  
OBJ: 3                      BLM: Remember

11. According to Weber's bureaucratic management, people should lead by virtue of their rational-legal authority.

ANS: T                      PTS: 1                      REF: p. 24                      OBJ: 3  
BLM: Remember

12. According to bureaucratic management principles, those higher in the chain of command do not have the right to give commands, take action, and make decisions about activities occurring anywhere below them in the chain.

ANS: F

According to bureaucratic management principles, those higher in the chain of command have the right to give commands, take action, and make decisions about activities occurring anywhere below them in the chain.

PTS: 1                      REF: p. 24                      OBJ: 3                      BLM: Remember

13. One limitation of bureaucratic management is that managers emphasize punishment for noncompliance much more than reward for compliance to bring about changes in behaviour.

ANS: T                      PTS: 1                      REF: p. 25                      OBJ: 3  
BLM: Remember

14. Henri Fayol classified management functions into five categories.

ANS: T                      PTS: 1                      REF: p. 25                      OBJ: 3  
BLM: Remember

15. According to Fayol's 14 principles of management, *esprit de corps* is a source of major organizational conflict.

ANS: F

The development of *esprit de corps* among workers encourages coordination of effort.

PTS: 1                      REF: p. 27; Exhibit 2.4                      OBJ: 3  
BLM: Remember

16. Human relations management focuses on managers' roles and authority.

ANS: F

Human relations management focuses on the psychological and social aspects of work.

PTS: 1                      REF: p. 26                      OBJ: 4                      BLM: Remember

17. Mary Parker Follett believed that managers could best deal with conflict through compromise.

ANS: F

Mary Parker Follett believed that managers could best deal with conflict through *integration*.

PTS: 1                      REF: p. 26                      OBJ: 4                      BLM: Remember

18. The point of integrative conflict resolution is to have both parties indicate their preferences and then work together to find an alternative that meets the needs of both.

ANS: T                      PTS: 1                      REF: p. 26                      OBJ: 4  
BLM: Remember

19. Elton Mayo was one of the first researchers to focus on studying human relations management.

ANS: T                    PTS: 1                    REF: p. 26–28            OBJ: 4  
BLM: Remember

20. The Hawthorne Studies proved that financial incentives were not necessarily the most important motivator for workers.

ANS: T                    PTS: 1                    REF: p. 26–28            OBJ: 4  
BLM: Remember

21. According to Chester Barnard, for many managerial requests or directives, there is a zone of indifference in which managers don't really care whether the request is met or the directive is performed.

ANS: F  
According to Chester Barnard, for many managerial requests or directives there is a zone of indifference in which acceptance of managerial authority by workers is automatic.

PTS: 1                    REF: p. 29–30            OBJ: 4                    BLM: Remember

22. Technological management involves managing the daily production of goods and services.

ANS: F  
Operations management involves managing the daily production of goods and services.

PTS: 1                    REF: p. 30                    OBJ: 5                    BLM: Remember

23. One of the most commonly used operations management tools is cognitive mapping to better understand the psychology of the workers.

ANS: F  
Tools for operations management include quality control, forecasting techniques, capacity planning, productivity measurement and improvement, linear programming, scheduling systems, inventory systems, work measurement techniques, project management, and cost-benefit analysis.

PTS: 1                    REF: p. 30                    OBJ: 5                    BLM: Remember

24. Eli Whitney's ideas for increasing production have greatly influenced today's manufacturing process using standardized, interchangeable parts.

ANS: T                    PTS: 1                    REF: p. 30                    OBJ: 5  
BLM: Remember

25. A systems approach to management encourages managers to view each division as a separate, vital organism.

ANS: F  
A systems approach to management encourages managers to complicate their thinking by looking for connections between the different parts of the organization.

PTS: 1                    REF: p. 32                    OBJ: 5                    BLM: Remember

26. According to the systems approach to management, an open system can function without interacting with its environment.

ANS: F

According to the systems approach to management, a closed system can function without interacting with its environment.

PTS: 1                      REF: p. 32                      OBJ: 5                      BLM: Remember

27. One advantage of a systems view of management is that it forces managers to be aware of how the environment affects specific parts of the organization.

ANS: T                      PTS: 1                      REF: p. 32                      OBJ: 5  
BLM: Remember

28. The contingency approach to management holds that there is not one best way to manage an organization.

ANS: T                      PTS: 1                      REF: p. 32–33                      OBJ: 5  
BLM: Remember

### SHORT ANSWER

1. How did the Industrial Revolution change jobs and organizations?

ANS:

First, thanks to the availability of power and numerous inventions, low-paid, unskilled labourers began to replace high-paid, skilled artisans. Whereas artisans made entire goods by hand, the new production system was based on a division of labour. Second, instead of being performed in fields, homes, or small shops, jobs occurred in large formal organizations where hundreds of people worked under one roof.

PTS: 1                      REF: p. 19                      OBJ: 1                      BLM: Higher Order

2. Describe how managers approached management before the development of scientific management.

ANS:

It can best be described as “seat of the pants” management. Decisions were made haphazardly without any systematic study, thought, or collection of information.

PTS: 1                      REF: p. 20                      OBJ: 2                      BLM: Remember

3. List the four principles of scientific management.

ANS:

(1) “Develop a science” for each element of work. Study it. Analyze it. Determine the “one best way” to do the work. (2) Scientifically select, train, teach, and develop workers to help them reach their full potential. (3) Cooperate with employees to ensure implementation of the scientific principles. (4) Divide the work and the responsibility equally between management and workers.

PTS: 1                      REF: p. 21                      OBJ: 2                      BLM: Remember

4. What did Henri Fayol mean when he argued that “the success of an enterprise generally depends much more on the administrative ability of its leaders than on their technical ability”?

ANS:

Fayol was referring to the need of managers to perform the five functions of management in order to be successful. They needed to be able to plan, organize, lead, control, and coordinate (a function that has been folded into “leading” by management texts today). How a manager performs these functions— not his or her technical skills—determines the manager’s success.

PTS: 1

REF: p. 25–26

OBJ: 2

BLM: Higher Order

5. What principles did the Hawthorne Studies demonstrate to be true?

ANS:

Elton Mayo is best known for his role in the Hawthorne Studies at the Western Electric Company. In the first stage of the Hawthorne Studies, production went up because the increased attention paid to the workers in the study and their development into a cohesive work group led to significantly higher levels of job satisfaction and productivity. In the second stage, productivity dropped because the workers had already developed strong negative norms, in which individuals who worked faster than the rest of the team or cooperated with management were ostracized or “binged.” The Hawthorne Studies demonstrated that workers’ feelings and attitudes affected their work, that financial incentives weren’t necessarily the most important motivator for workers, and that group norms and behaviour play a critical role in individuals at work.

PTS: 1

REF: p. 26–27

OBJ: 3

BLM: Remember

6. When will people generally be indifferent to managerial directives or orders?

ANS:

People will generally be indifferent to managerial directives or orders if they (1) are understood, (2) are consistent with the purpose of the organization, (3) are compatible with the people’s personal interests, and (4) can be carried out by those people.

PTS: 1

REF: p. 30

OBJ: 4

BLM: Remember

7. Differentiate between closed systems and open systems.

ANS:

Whereas closed systems can function without interacting with their environment, nearly all organizations should be viewed as open systems that interact with their environments and depend on them for survival.

PTS: 1

REF: p. 32

OBJ: 5

BLM: Remember

**ESSAY**

1. Discuss Mary Parker Follett's methods of dealing with conflict. What did she say about the value of each method?

ANS:

Follett believed that managers typically dealt with conflict in three ways: domination, compromise, and integration. Domination is an approach in which one party deals with the conflict by satisfying its desires and objectives at the expense of the other party's desires and objectives. Compromise is an approach in which both parties deal with the conflict by giving up some of what they want in order to reach agreement on a plan to reduce or settle the conflict. Integrative conflict resolution is an approach in which both parties deal with the conflict by indicating their preferences and then working together to find an alternative that meets the needs of both. Domination is the easiest approach, but it is not usually successful in the long run. No one really wants to compromise. With the integration approach, two ideas are integrated. Integration involves invention. It makes people think outside their normal boundaries.

PTS: 1                      REF: p. 26                      OBJ: 4                      BLM: Remember

2. What did the Hawthorne Studies prove about groups? What kind of experiment can you create to prove that Mayo's results are true?

ANS:

The Hawthorne Studies proved the importance of understanding group dynamics. Students' answers to the second part of this question will vary. Their answers should describe the creation of two different work groups. One group will be given lots of attention, and the other group will be ignored. They should record the behaviours of members of both groups to show how important group norms are to work efficiency.

PTS: 1                      REF: p. 26–28                      OBJ: 4                      BLM: Higher Order

3. What advantages does the systems approach to management offer that other approaches do not?

ANS:

First, a systems view of management forces managers to view their organizations as part of and subject to the competitive, economic, social, technological, and legal/regulatory forces in their environments. Second, it forces managers to be aware of how the environment affects specific parts of the organization. Third, because of the complexity and difficulty of trying to achieve synergies between different parts of the organization, the systems view encourages managers to focus on better communication and cooperation within the organization. Finally, this view makes managers acutely aware that good internal management of the organization may not be enough to ensure survival. Survival also depends on making sure that the organization continues to satisfy critical environmental stakeholders, such as shareholders, employees, customers, suppliers, governments, and local communities.

PTS: 1                      REF: p. 32                      OBJ: 5                      BLM: Remember

4. How is your ability to be a manager influenced by accepting the contingency approach to management as the most effective way to manage?

ANS:

The contingency approach to management precisely states that there are no universal management theories and that the most effective management theory depends on the kinds of problems or situations that managers or organizations are facing at a particular time. One practical implication of the contingency approach is that management is much harder than it looks. A second implication of the contingency approach is that managers need to spend more time analyzing problems, situations, and employees before taking action to fix them. Finally, it means that as you learn about management ideas and practices, you need to pay attention to qualifying phrases such as “usually,” “in most situations,” and “under these circumstances.”

PTS: 1

REF: p. 32–33

OBJ: 5

BLM: Higher Order