

CHAPTER 2

MANAGEMENT THOUGHT: PAST AND PRESENT

TRUE/FALSE

- F
37 1. The wise manager learns little from studying the past.
- T
37 2. Theory is a part of an art or science that attempts to explain the relationships between and among its underlying principles.
- F
37 3. The behavioral management theory originated during England's industrial revolution.
- F
37 4. All schools of management thought originated within the 20th century.
- F
37 5. Classical management theory originated in England during the 19th century.
- F
37 6. All management schools of theory originated within the United States.
- T
38 7. The idea of specialization emphasized in the classical scientific school has been modified today to avoid the physical and psychological hazards of boring work.
- F
38 8. The classical school of management thought emphasizes behavioral applications.
- F
39 9. The classical scientific school grew from the classical administrative school.
- F
39 10. Time and motion studies sprang from the contingency management school of theory.
- T
43 11. The classical administrative school led to the behavioral school.
- T
43 12. Prior to the behavioral school, the employee was not the primary focus of management's concern.
- F
41 13. Abraham Maslow is best known for the fourteen "original" principles of management.
- F
42 14. Unity of direction means the right to give orders, according to Henri Fayol.
- T
42 15. Henri Fayol contends that all workers should report to one and only one boss, i.e., unity of command.

- F
38
16. Robert Owen is considered the father of scientific management.
- T
44
17. The behavioral management school of theory is an extension of sociology, psychology, and anthropology.
- T
44
18. Maslow developed a needs-based theory of motivation.
- T
44
19. The “discovery” that all employees are not primarily motivated by tangibles such as money was made during the behavioral school era.
- F
45
20. The major limitation of human perspective theory is its complexity.
- T
45
21. The quantitative school of management theory emphasizes on mathematical approaches to management problems.
- F
45
22. Management science is the study of complex systems of people, money, equipment, and procedure, with the goal of understanding them and improving their effectiveness.
- F
46
23. The techniques and tools of management science are seldom used to plan, organize, staff, lead, and control production operations.
- F
46
24. The branch of management science that applies to manufacturing or service industries is operations management.
- T
47
25. A management information system is a computer-based system that gives managers the information they need to make decisions.
- T
47
26. Some companies have lost sight of customers and quality by being preoccupied with the quantitative management school of theory.
- T
47
27. Management science techniques cannot substitute for sound, balanced judgment and management experience.
- T
48
28. A system is a set of interrelated parts that work together to achieve stated goals or to function according to a plan or design.
- F
48
29. Changes in an organizational system usually do not effect other subsystems or components of that organization.
- T
49
30. The concept of synergy is attributed to the systems school of theory.
- F
49
31. Synergy is the decreased effectiveness that results from combined action or cooperation.
- T
49
32. According to systems theory, the components of an enterprise interact to create synergy that can benefit each component and the whole.
- T
33. “Thinking outside the box” is encourages in contingency theory.

50

T 34. Kaizen is a major component of systems theory.
51

T 35. The ability to be flexible and adaptive are managerial attributes within the
51 contingency school.

MULTIPLE-CHOICE (TEXT)

b 1. The management theory that originated during England's Industrial
37 Revolution, and is defined as a theory that focused on finding the one
* best way to perform and manage tasks is the:
a. behavioral school.
b. classical management theory.
c. quantitative school.
d. systems theory.

a 2. The title, Father of Scientific Management, is often attributed to _____.
38
* a. Frederick Taylor
b. Frank Gilbreth
c. Henry Metcalf
d. Henry Gantt

a 3. Which of the following individuals is known as the Father of Scientific
38 Management?
* a. Frederick Taylor
b. Mary Parker Follett
c. Edwards Deming
d. Elton Mayo

a 4. The flow of information and how organizations should efficiently be operated was
38 emphasized by the _____ school of thought.
* a. classical administrative
b. systems
c. behavioral
d. contingency

d 5. _____ used time and motion studies to analyze workers' activities and
39 remove unnecessary movements and causes of fatigue.
* a. Abraham Maslow.
b. Henry Ford.
c. Elton Mayo.
d. Frederick W. Taylor.

d 6. Individual contributors to the classical schools of management thought include all
38-43 of the following **except**:
* a. Henri Fayol.
b. Mary Parker Follett.
c. Frederick Taylor.

- d. Abraham Maslow.
- b
43
**
7. The Federal Bureau of Investigation (FBI) is a reflection of the _____ school of thought.
- a. behavioral
 - b. classical administrative
 - c. contingency
 - d. quantitative
- b
42
*
8. Division of work, authority, discipline, and unity of command are some of Henri Fayol's:
- a. techniques of control.
 - b. principles of management.
 - c. informal communication expressions.
 - d. quantitative measures.
- a
42
*
9. Bureaucratic organizations are associated with the _____ school of thought.
- a. classical administrative
 - b. systems
 - c. quantitative
 - d. contingency
- d
43
**
10. The Internal Revenue Service (IRS) and Federal Bureau of Investigation (FBI) are socially recognized as:
- a. popular.
 - b. effective and efficient.
 - c. cost savers.
 - d. bureaucracies.
- c
43
*
11. The first management theory that gave specific attention and concern to employees was the _____ school.
- a. classical scientific
 - b. classical administrative
 - c. behavioral
 - d. quantitative
- d
43
*
12. The behavioral school of theory focuses upon:
- a. products.
 - b. price.
 - c. promotion.
 - d. people.
- a
43-45
*
13. Management "scholars" such as Owen, Mayo, Maslow, and McGregor endorse the _____ school of theory.
- a. behavioral
 - b. classical
 - c. quality focus
 - d. systems
- a
44
**
14. Which of the following is NOT true about the Hawthorne studies?
- a. workers pressure coworkers to keep production within quotas
 - b. the studies heightened management's awareness of the social needs
 - c. when employees are treated with dignity, productivity is increased
 - d. social pressures by coworkers do not significantly affect individual

behavior

- d
45
*
15. One result of the behavioral school was the creation of positions for professional:
- a. technical assistants.
 - b. advisors.
 - c. staffing managers.
 - d. human resource managers.
- b
47
*
16. Management information systems would best be identified as:
- a. people-based.
 - b. computed-based.
 - c. accounting-based.
 - d. production-based.
- a
46
*
17. The branch of management science that applies to manufacturing or service industries is called:
- a. operations management.
 - b. quantitative management.
 - c. industrial management.
 - d. technical management.
- c
46
* *
18. Some of the most common tools of operations management include the following **except**:
- a. inventory models.
 - b. break-even analysis.
 - c. marketing research.
 - d. production scheduling.
- a
47
**
19. From the 1950s into the 1980s, many American managers were preoccupied with lowering costs, maximizing profits, and:
- a. short-term thinking.
 - b. environmental concerns.
 - c. oversea markets.
 - d. hiring minorities.
- a
48
*
20. Within systems theory, employees “down the line” in a series of events or processes are called:
- a. internal users.
 - b. external users.
 - c. consumers.
 - d. suppliers.
- a
48
*
21. An organizational system is comprised of all the following **except**:
- a. science.
 - b. inputs.
 - c. processing.
 - d. outputs.
- d
48
*
22. A thorough understanding of how a total system works requires an understanding of how:
- a. to use statistics.

- b. costs affect production.
c. to maximize profits.
d. component parts are interrelated.
- a
49
*
23. Synergy usually occurs when organizations and their subsystems interact with _____.
- a. external departments or organizations
b. internal departments
c. more than two people
d. many individuals who have the same goal
- c
49
*
24. The theoretical premise that the sum of $1 + 2 + 3$ will equal 7 or more is known as:
- a. systems awareness.
b. quality effort.
c. synergy.
d. contingency thinking.
- b
50
*
25. One phrase that captures the essence of contingency theory is:
- a. *alls well that ends well*
b. *it all depends*
c. *mite makes right*
d. *speak softly and carry a big stick*
- b
50
*
26. Management options, variables, and situations characterized the _____ school.
- a. classical science
b. contingency
c. systems
d. quantitative
- c
51
*
27. The essence of the quality of any output is the ability to:
- a. start with quality inputs
b. train employees on quality control
b. meet the needs of the customer
c. develop quality circles
- c
52
*
28. A key concept in reengineering is knowing what the company should be doing, based on:
- a. the CEO
b. customer demands
c. core competency
d. competition
- d
51-52
*
29. The Japanese philosophy, *kaizen*, is interpreted to mean:
- a. increase profits.
b. lower costs.
c. work harder.
d. continue to improve.
- c
51
*
30. *Kaizen*, a contemporary Japanese business management term, is associated with:
- a. maximizing profits.

- b. lowering costs.
 - c. continuous improvement.
 - d. classical management.
- d
51
*
31. Quality management or TQM is often referred to as:
- a. standard time.
 - b. span of management.
 - c. division of labor.
 - d. continuous improvement.
- d
52
*
32. Reengineering is also known as:
- a. process innovation.
 - b. internal business improvement.
 - c. business process redesign.
 - d. all of the answers are correct.
- d
56
*
33. Which of the following individuals was *not* considered to be a significant contributor to the quality management theory/movement?
- a. Shewhart
 - b. Deming
 - c. Juran
 - d. Plunkett

MULTIPLE-CHOICE (OPENING VIGNETTE: PROCTER & GAMBLE: MANAGEMENT TRENDSETTER)

- a
35-36
*
34. Procter and Gamble invented the concept of the brand that _____.
- a. offers quality and reliability
 - b. supports customer requests
 - c. adds value for the consumer
 - d. is recognizable from the packaging
- d
35-36
*
35. Which one of the following schools of management does Procter and Gamble NOT belong to:
- a. behavioral
 - b. contingency
 - c. systems
 - d. classical
- b
35-36
*
36. Complexity theory emphasizes the ways in which a factory resembles a _____.
- a. small village
 - b. ecosystem
 - c. library card catalogue
 - d. chain of command
- d
35-36
*
37. The process whereby groups and individuals challenging existing models and creatively adapt is known as _____.
- a. empowering organization
 - b. complexity organization
 - c. reengineering organization
 - d. learning organization

- b
35-36
*
38. Complexity theory states that controlling a complex system is _____.
- needed
 - impossible
 - starts from the top down
 - revolves around empowering employees

MATCHING

- | | | | | |
|----------|--------|-----------------------------|----|---|
| m
43 | ___1. | behavioral school | a. | continuous improvement |
| e
41 | ___2. | bureaucracies | b. | the school that emphasizes math and measurements |
| n
38 | ___3. | classical administrative | c. | a set of interrelated parts that work together |
| f
37 | ___4. | classical management theory | d. | rethinking and redesign of business processes |
| p
38 | ___5. | classical scientific school | e. | rational organizations based on the control of knowledge |
| g
50 | ___6. | contingency school | f. | the theory pursuing "the one best way" |
| a
51 | ___7. | <i>kaizen</i> | g. | the school of variables and unique situations |
| o
48 | ___8. | systems school | h. | $1 + 1 = \text{more than two (2)}$ |
| i.
51 | ___9. | quality school | i. | the school that emphasizes meeting the needs of the customer |
| j
45 | ___10. | management science | j. | the study of complex systems to improve effectiveness |
| l
46 | ___11. | operations management | k. | models, simulations, games, and other analytical tools are used to optimize performance |
| k
46 | ___12. | operations research | l. | the branch of management science that applies to manufacturing or service industries |
| b
45 | ___13. | quantitative school | m. | the school that emphasizes people |
| h
49 | ___14. | synergy | n. | the school that focuses upon the flow of information in organizations |
| c | ___15. | system | o. | theory that holds that an organization |

48

comprises various parts that must perform tasks necessary for the survival and proper functioning of the system as a whole

q
37

___16. theory

p. the school that was mainly concerned with the manufacturing and factory floor environments

d
52

___17. reengineering

q. part of an art or science that attempts to explain the relationships between and among its underlying principles

r
36

___18. complexity theory

r. emphasizes the way a factory responds to natural laws

u
36

___19. chaos theory

s. deal with the application of information technology for decision making

t
36

___20. learning organization

t. individuals challenge existing models and creatively adapt

s
46

___21. OR/MS

u. the mathematical study of complex unstable systems