

Package Title: Chapter 2, Testbank  
Course Title: Schermerhorn, Exploring 5e  
Chapter Number: 2

Question type: Multiple Choice

1) Which of the following management styles came first?

- a) Classical approach
- b) Humanistic perspective
- c) Learning organization
- d) Theory Y

Answer: a

Bloomcode: Knowledge

Difficulty: Easy

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

Section Reference 1: Taylor's scientific management sought efficiency in job performance.

Standard 1 : AACSB || Analytic

2) Who is the author of the *Principles of Scientific Management*?

- a) Maslow
- b) McGregor
- c) Kotler
- d) Taylor

Answer: d

Bloomcode: Knowledge

Difficulty: Medium

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

Section Reference 1: Taylor's scientific management sought efficiency in job performance.

Standard 1 : AACSB || Analytic

3) Which of these is NOT included as a part of classical approaches to management?

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

Answer: c

Bloomcode: Knowledge

Difficulty: Medium

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

Section Reference 1: Taylor's scientific management sought efficiency in job performance.

Standard 1 : AACSB || Reflective Thinking

4) Which management emphasized careful selection and training of workers and supervisory support?

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

Answer: a

Bloomcode: Knowledge

Difficulty: Medium

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

Section Reference 1: Taylor's scientific management sought efficiency in job performance.

Standard 1 : AACSB || Analytic

5) Carefully designing jobs with efficient work methods is necessary to \_\_\_\_\_ management.

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

Answer: a

Bloomcode: Comprehension

Difficulty: Medium

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

Section Reference 1: Taylor's scientific management sought efficiency in job performance.

Standard 1 : AACSB || Analytic

6) Which of these is one of the principles of scientific management?

- a) Understanding human needs

- b) Flexible time off
- c) Training and motivating workers
- d) Cross functional teams

Answer: c

Bloomcode: Knowledge

Difficulty: Medium

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

Section Reference 1: Taylor's scientific management sought efficiency in job performance.

Standard 1 : AACSB || Analytic

7) As president of Paper Products, Inc., Jim wants his manufacturing manager to clearly define the steps in the process, train the workers to efficiently do their jobs, and financially reward them on the basis of performance. Jim is practicing \_\_\_\_\_.

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

Answer: b

Bloomcode: Application

Difficulty: Medium

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

Section Reference 1: Taylor's scientific management sought efficiency in job performance.

Standard 1 : AACSB || Reflective Thinking

8) Two key elements of Weber's bureaucracy were fairness and \_\_\_\_\_.

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

Answer: d

Bloomcode: Knowledge

Difficulty: Medium

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

Section Reference 1: Weber's bureaucratic organization is supposed to be efficient and fair.

Standard 1 : AACSB || Analytic

9) Based on logic, order, and legitimate authority, a rational and efficient form of organization according to Max Weber, is a(n) \_\_\_\_\_.

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

Answer: d

Bloomcode: Knowledge

Difficulty: Medium

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

Section Reference 1: Weber's bureaucratic organization is supposed to be efficient and fair.

Standard 1 : AACSB || Analytic

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

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

Answer: b

Bloomcode: Knowledge

Difficulty: Hard

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

Section Reference 1: Weber's bureaucratic organization is supposed to be efficient and fair.

Standard 1 : AACSB || Reflective Thinking

11) Weber's bureaucracy includes all but which of these?

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

Answer: c

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.  
Section Reference 1: Weber's bureaucratic organization is supposed to be efficient and fair.  
Standard 1 : AACSB || Analytic

12) Millennials are individuals born between what years?

- a) 1950–1960
- b) 1982–1996
- c) 1940–1949
- d) 1961–1972

Answer: b

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.  
Section Reference 1: Weber's bureaucratic organization is supposed to be efficient and fair.  
Standard 1 : AACSB || Analytic

13) The writings of Fayol are the basis for our modern understanding of \_\_\_\_\_.

- a) the three managerial skill sets
- b) the four functions of management
- c) the key managerial roles
- d) the four P's of marketing
- e) scientific management

Answer: b

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.  
Section Reference 1: Fayol's administrative principles describe managerial duties and practices.  
Standard 1 : AACSB || Analytic

14) The five duties of management, according to Fayol, are foresight, organization, command, coordination, and \_\_\_\_\_.

- a) insight
- b) analysis
- c) accountability
- d) control

Answer: d

Bloomcode: Knowledge

Difficulty: Hard

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

Section Reference 1: Fayol's administrative principles describe managerial duties and practices.

Standard 1 : AACSB || Analytic

15) Which management researcher is considered as a prophet of today's management style?

- a) Taylor
- b) Weber
- c) Follett
- d) Maslow

Answer: c

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Follett viewed organizations as communities of cooperative action.

Standard 1 : AACSB || Analytic

16) Bert and John Jacobs, co-founders of the company Life is Good, suggests that the message of the "Life is Good" brand is to \_\_\_\_\_.

- a) strive for perfectionism
- b) decide to be happy today
- c) be always on the lookout for that special person
- d) strive for a big promotion

Answer: b

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Follett viewed organizations as communities of cooperative action.

Standard 1 : AACSB || Analytic

17) The writings of Mary Parker Follett have influenced all *but* which of the following "modern" management ideas?

- a) Profit above all

- b) Profit sharing
- c) Gain-sharing plans
- d) Employee ownership

Answer: a

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Follett viewed organizations as communities of cooperative action.

Standard 1 : AACSB || Analytic

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

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

Answer: a

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: The Hawthorne studies focused attention on the human side of organizations.

Standard 1 : AACSB || Reflective Thinking

19) One of the surprise findings in the Hawthorne studies was that \_\_\_\_\_.

- a) productivity increased with changes in lighting
- b) productivity was influenced by group behavior
- c) an increase in wages always resulted in an increase in productivity
- d) productivity increased with better-defined tasks

Answer: b

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: The Hawthorne studies focused attention on the human side of organizations.

Standard 1 : AACSB || Analytic

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

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

Answer: d

Bloomcode: Comprehension

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: The Hawthorne studies focused attention on the human side of organizations.

Standard 1 : AACSB || Analytic

21) All are true about The Hawthorne studies EXCEPT they \_\_\_\_\_.

- a) were poorly designed from a research perspective
- b) provide weak empirical support for their conclusions
- c) are criticized for generalizing their findings
- d) represent a shift in research attention from human to technical concerns

Answer: d

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: The Hawthorne studies focused attention on the human side of organizations.

Standard 1 : AACSB || Analytic

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

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

Answer: c

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: The Hawthorne studies focused attention on the human side of organizations.

Standard 1 : AACSB || Analytic

23) Which of these describes a physiological or psychological deficiency that a person wants to satisfy?

- a) Wish
- b) Expense
- c) Need
- d) Hawthorne effect

Answer: c

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Maslow described a hierarchy of human needs with self-actualization at the top.

Standard 1 : AACSB || Analytic

24) Which of these principles, according to Maslow, states that people act to satisfy unfulfilled needs?

- a) Deficit
- b) Progression
- c) Regression
- d) Care

Answer: a

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Maslow described a hierarchy of human needs with self-actualization at the top.

Standard 1 : AACSB || Analytic

25) According to Maslow, which of the following is in the highest “need” category?

- a) Getting a date for the weekend
- b) Having a job you love, which also allows you to feel fulfilled
- c) Having enough money to pay rent
- d) Being accepted into a fraternity or sorority on campus

Answer: b

Bloomcode: Analysis

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Maslow described a hierarchy of human needs with self-actualization at the top.

Standard 1 : AACSB || Analytic

26) Who is credited for originally developing the hierarchy of human needs theory?

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

Answer: c

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Maslow described a hierarchy of human needs with self-actualization at the top.

Standard 1 : AACSB || Analytic

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

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

Answer: d

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Maslow described a hierarchy of human needs with self-actualization at the top.

Standard 1 : AACSB || Analytic

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

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

Answer: c

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Maslow described a hierarchy of human needs with self-actualization at the top.

Standard 1 : AACSB || Analytic

29) According to Maslow's progression principle, \_\_\_\_\_.

- a) all needs can be satisfied by everybody
- b) needs can be satisfied simultaneously
- c) once activated, needs are not important in human behavior
- d) a need at any level becomes activated only after the next-lower-level need is satisfied

Answer: d

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Maslow described a hierarchy of human needs with self-actualization at the top.

Standard 1 : AACSB || Analytic

30) At which level of needs do Maslow's progression principle and deficit principle cease to exist?

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

d) Esteem

Answer: b

Bloomcode: Knowledge

Difficulty: Hard

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Maslow described a hierarchy of human needs with self-actualization at the top.

Standard 1 : AACSB || Analytic

31) Theory X and Theory Y were developed by \_\_\_\_\_.

- a) Max Weber
- b) Frederick Taylor
- c) Chris Argyris
- d) Douglas McGregor

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: McGregor believed managerial assumptions create self-fulfilling prophecies.

Standard 1 : AACSB || Analytic

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

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

Answer: a

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: McGregor believed managerial assumptions create self-fulfilling prophecies.

Standard 1 : AACSB || Analytic

33) As a high school teacher, Julie has always felt that her students are lazy, don't really want to be in school, and are very irresponsible in their studies. Julie holds a \_\_\_\_\_ assumption.

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

Answer: d

Bloomcode: Application

Difficulty: Hard

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: McGregor believed managerial assumptions create self-fulfilling prophecies.

Standard 1 : AACSB || Reflective Thinking

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

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

Answer: a

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: McGregor believed managerial assumptions create self-fulfilling prophecies.

Standard 1 : AACSB || Analytic

35) Theory Y would suggest all of these EXCEPT:

- a) Employees resist change.
- b) Employees like work.
- c) Employees are capable of self-control.
- d) Employees want responsibility.

Answer: a

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: McGregor believed managerial assumptions create self-fulfilling prophecies.

Standard 1 : AACSB || Analytic

36) According to Chris Argyris, high absenteeism and poor morale in an organization is likely due to \_\_\_\_\_.

- a) poorly designed tasks interfering with efficiency
- b) a poorly defined hierarchy of authority
- c) a mismatch between management practices and the adult nature of their workforce
- d) a lack of control and enforcement

Answer: c

Bloomcode: Knowledge

Difficulty: Hard

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Argyris suggests that workers treated as adults will be more productive.

Standard 1 : AACSB || Analytic

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

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

Answer: d

Bloomcode: Knowledge

Difficulty: Hard

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Argyris suggests that workers treated as adults will be more productive.

Standard 1 : AACSB || Analytic

38) Management science and \_\_\_\_\_ apply mathematical techniques to solve management problems.

- a) behavior analysis
- b) contingency theory

- c) operations research
- d) participative management

Answer: c

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Managers use quantitative analysis and tools to solve complex problems.

Standard 1 : AACSB || Analytic

39) Which of these explains the study of how organizations produce goods and services?

- a) Marketing operations
- b) Operations management
- c) Contingency practice
- d) Learning practice

Answer: b

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Managers use quantitative analysis and tools to solve complex problems.

Standard 1 : AACSB || Analytic

40) Which of these transforms resource inputs from the environment into product outputs?

- a) Top management
- b) Closed system
- c) Open system
- d) Contingency plan

Answer: c

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Organizations are open systems that interact with their environments.

Standard 1 : AACSB || Analytic

41) Modern management thinking would suggest that \_\_\_\_\_.

- a) a “best” way to manage does exist
- b) the discovery of a workable process can be transferred to all other organizations
- c) once a process is perfected, it will not have to be changed
- d) the best answer to what works “depends” on the situation
- e) people are usually on the same page and they can be managed similarly

Answer: d

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Contingency thinking holds that there is no one best way to manage.

Standard 1 : AACSB || Analytic

42) Matching management practices with different situations is called \_\_\_\_\_.

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

Answer: c

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Contingency thinking holds that there is no one best way to manage.

Standard 1 : AACSB || Analytic

43) If your roommate asks you to identify the best management style, what would you say?

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

Answer: d

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Contingency thinking holds that there is no one best way to manage.

Standard 1 : AACSB || Analytic

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

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

Answer: d

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Quality management focuses attention on continuous improvement.

Standard 1 : AACSB || Analytic

45) \_\_\_\_\_ involves always searching for new ways to improve work quality and performance.

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

Answer: b

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Quality management focuses attention on continuous improvement.

Standard 1 : AACSB || Analytic

Question type: True/False

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

Answer: True

Bloomcode: Knowledge

Difficulty: Easy

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

Section Reference 1: Taylor's scientific management sought efficiency in job performance.

Standard 1 : AACSB || Analytic

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

Answer: False

Bloomcode: Knowledge

Difficulty: Medium

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

Section Reference 1: Taylor's scientific management sought efficiency in job performance.

Standard 1 : AACSB || Analytic

48) The most formidable aspect of scientific management is that it emphasizes creativity and risk taking.

Answer: False

Bloomcode: Knowledge

Difficulty: Medium

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

Section Reference 1: Taylor's scientific management sought efficiency in job performance.

Standard 1 : AACSB || Analytic

49) Workers, in an ideal bureaucracy, are selected and promoted on ability and performance.

Answer: True

Bloomcode: Knowledge

Difficulty: Medium

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

Section Reference 1: Weber's bureaucratic organization is supposed to be efficient and fair.

Standard 1 : AACSB || Analytic

50) Weber is credited as being the first to acknowledge and advocate that bureaucracies are inefficient forms of organization that should be avoided.

Answer: False

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.  
Section Reference 1: Weber's bureaucratic organization is supposed to be efficient and fair.  
Standard 1 : AACSB || Analytic

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

Answer: True

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.  
Section Reference 1: Fayol's administrative principles describe managerial duties and practices.  
Standard 1 : AACSB || Analytic

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

Answer: False

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.  
Section Reference 1: Fayol's administrative principles describe managerial duties and practices.  
Standard 1 : AACSB || Analytic

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

Answer: True

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Identify the contributions of the behavioral management approaches.  
Section Reference 1: Follett viewed organizations as communities of cooperative action.  
Standard 1 : AACSB || Analytic

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

Answer: True

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Follett viewed organizations as communities of cooperative action.

Standard 1 : AACSB || Analytic

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

Answer: False

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: The Hawthorne studies focused attention on the human side of organizations.

Standard 1 : AACSB || Analytic

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

Answer: True

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Maslow described a hierarchy of human needs with self-actualization at the top.

Standard 1 : AACSB || Analytic

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

Answer: False

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Maslow described a hierarchy of human needs with self-actualization at the top.

Standard 1 : AACSB || Analytic

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

Answer: True

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: McGregor believed managerial assumptions create self-fulfilling prophecies.

Standard 1 : AACSB || Analytic

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

Answer: True

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Argyris suggests that workers treated as adults will be more productive.

Standard 1 : AACSB || Analytic

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

Answer: True

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Argyris suggests that workers treated as adults will be more productive.

Standard 1 : AACSB || Analytic

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

Answer: True

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Managers use quantitative analysis and tools to solve complex problems.

Standard 1 : AACSB || Analytic

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

Answer: True

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Contingency thinking holds that there is no one best way to manage.

Standard 1 : AACSB || Analytic

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

Answer: True

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Contingency thinking holds that there is no one best way to manage.

Standard 1 : AACSB || Analytic

64) Author and researcher Malcolm Gladwell, in the book *Outliers*, successfully argues that great leaders are born, not made.

Answer: False

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Quality management focuses attention on continuous improvement.

Standard 1 : AACSB || Analytic

Question type: Text Entry

65) Scientific management is associated with the management scholar \_\_\_\_.

Answer: Frederick Taylor

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.  
Section Reference 1: Taylor's scientific management sought efficiency in job performance.  
Standard 1 : AACSB || Analytic

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

Answer: Motion study

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Understand the lessons of the classical management approaches.  
Section Reference 1: Taylor's scientific management sought efficiency in job performance.  
Standard 1 : AACSB || Analytic

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

Answer: bureaucracy

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Understand the lessons of the classical management approaches.  
Section Reference 1: Weber's bureaucratic organization is supposed to be efficient and fair.  
Standard 1 : AACSB || Analytic

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

Answer: Mary Parker Follett

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.  
Section Reference 1: Follett viewed organizations as communities of cooperative action.  
Standard 1 : AACSB || Analytic

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

Answer: human resources or behavioral management

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Follett viewed organizations as communities of cooperative action.

Standard 1 : AACSB || Analytic

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

Answer: Hawthorne

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: The Hawthorne studies focused attention on the human side of organizations.

Standard 1 : AACSB || Analytic

71) The highest order of Maslow's hierarchy of needs is \_\_\_.

Answer: self-actualization

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Maslow described a hierarchy of human needs with self-actualization at the top.

Standard 1 : AACSB || Analytic

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

Answer 1: Theory Y

Answer 2: Theory X

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: McGregor believed managerial assumptions create self-fulfilling prophecies.

Standard 1 : AACSB || Analytic

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

Answer: Analytics

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Managers use quantitative analysis and tools to solve complex problems.

Standard 1 : AACSB || Analytic

74) The study of how organizations produce goods and services is called \_\_\_\_.

Answer: operations management

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Managers use quantitative analysis and tools to solve complex problems.

Standard 1 : AACSB || Analytic

75) The belief that there is no one best way to manage was called \_\_\_\_.

Answer: contingency thinking

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Contingency thinking holds that there is no one best way to manage.

Standard 1 : AACSB || Analytic

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

Answer: total quality management

Bloomcode: Knowledge

Difficulty: Easy

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Quality management focuses attention on continuous improvement.

Standard 1 : AACSB || Analytic

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

Answer: high-performance organization

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Evidence-based management seeks hard facts about what really works.

Standard 1 : AACSB || Analytic

Question type: Essay

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

Answer:

Bloomcode: Analysis

Difficulty: Medium

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

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

Section Reference 1: Taylor's scientific management sought efficiency in job performance.

Section Reference 2: Follett viewed organizations as communities of cooperative action.

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

Standard 1 : AACSB || Reflective Thinking

79) Why is it necessary for today's organizations to embrace contingency thinking?

Answer:

Bloomcode: Evaluation

Difficulty: Medium

Learning Objective 1: Recognize the foundations of modern management thinking.

Section Reference 1: Contingency thinking holds that there is no one best way to manage.

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

Standard 1 : AACSB || Reflective Thinking

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

Answer:

Bloomcode: Evaluation

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: The Hawthorne studies focused attention on the human side of organizations.

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

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

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

Standard 1 : AACSB || Reflective Thinking

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

Answer:

Bloomcode: Knowledge

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: Maslow described a hierarchy of human needs with self-actualization at the top.

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

Standard 1 : AACSB || Reflective Thinking

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

Answer:

Bloomcode: Evaluation

Difficulty: Medium

Learning Objective 1: Identify the contributions of the behavioral management approaches.

Section Reference 1: McGregor believed managerial assumptions create self-fulfilling prophecies.

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

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

Standard 1 : AACSB || Reflective Thinking