Course Title: Neck, Lattimer, Houghton - *Management: A Balanced Approach to the 21ˢᵗ Century*

Chapter Number 02: The Evolution of Management

Multiple Choice

1. When workers focus on completing a limited number of tasks, it is referred to as:
   a. Soldiering
   b. Zoning
   c. List of duties
   d. Specialization

Answer: d

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Level: Easy

Learning Objective 1: Describe the historical foundations of management.

Section Reference: Wealth of a Nation

2. In business today, which term is often used to describe an organizational structure which operates with the most number of rules and the least amount of effort, motivation, and sense of urgency?
   a. Administration
   b. Subsystem
   c. Bureaucracy
   d. Open system

Answer: c

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Level: Easy

Learning Objective 2: Explain the beginning of modern management theory and education.

Section Reference: Bureaucratic Management

3. A disadvantage to this type of management is that managers and employees feel entitled to their jobs regardless of job performance.
    a. Formal Selection
    b. Career Orientation
    c. Impersonality
    d. Division of Labor

Answer: b

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Level: Easy

Learning Objective 2: Explain the beginning of modern management theory and education.

Section Reference: Table 2-1 Characteristics of Bureaucracy

4. The Scottish economist and philosopher that published *The Wealth of Nations*:
    a. Henri Fayol
    b. Adam Smith
    c. Andrew Weber
    d. Douglas McGregor

Answer: b

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Level: Medium

Learning Objective 1: Describe the historical foundations of management.

Section Reference: Wealth of a Nation

5. The functions of management in an organization and the principles needed to make sense of a complex set of organizational tasks are identified through the:
    a. Contingency theory
    b. Management theory
    c. Administrative theory
    d. Behavioral theory

Answer: c

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Level: Easy

Learning Objective 2: Explain the beginning of modern management theory and education.

Section Reference: Administrative Management

6. Which theorist is most notably known for linking motivated and satisfied employees to successful management?
    a. Henri Fayol
    b. Max Weber
    c. Mary Parker Follett

d. Douglas McGregor

Answer: a

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Level: Medium

Learning Objective 2: Explain the beginning of modern management theory and education.

Section Reference: Administrative Management

7. The rapid development of infrastructure and factories was made possible through:
    a. Managerial hierarchy
    b. Division of labor
    c. Corporations
    d. Soldiering

Answer: b

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Level: Medium

Learning Objective 2: Explain the beginning of modern management theory and education.

Section Reference: Discovering and Teaching Management Theory

8. When workers begin to test management by performing as slowly as possible, while giving their supervisor the impression they are working fast is known as:
   a. Delaying
   b. Contingency
   c. Entropy
   d. Soldiering

Answer: d

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Level: Easy

Learning Objective 3: Outline the progression of the quantitative approach to management.

Section Reference: Quantitative Approach

9. The German sociologist and economist who defined the ideal management of an organization as a bureaucracy was:
   a. Henri Fayol
   b. Adam Smith
   c. Max Weber
   d. Joseph Wharton

Answer: c

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Level: Medium

Learning Objective 2: Explain the beginning of modern management theory and education.

10. Which of the following is NOT one of Emerson's twelve principles of efficiency?
    a. Authority
    b. Efficiency-reward
    c. Standardized conditions
    d. Discipline

Answer: a

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Level: Easy

Learning Objective 3: Outline the progression of the quantitative approach to management.

Section Reference: Table 2-4 Evolution of Management Principles

11. Frank Gilbreth is associated most with:
    a. Division of labor
    b. Motion studies
    c. Quality movement
    d. Time studies

Answer: b

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12. Which of the following is NOT an advantage of managerial hierarchies:
    a. Managers have confidence in their responsibility and authority
    b. Increase production of 2000%
    c. Employees have authority to make decisions
    d. None of the above

13. Which of the following is NOT one of the three historical types of management compared by Lillian Gilbreth?
    a. Transformational
    b. Scientific
    c. Traditional
    d. Transitory

Answer: a

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Level: Easy

Learning Objective 3: Outline the progression of the quantitative approach to management.

Section Reference: Scientific Management and the Mind

14. The theorist who used time studies to search for new ways to improve performance through a scientific, quantitative approach was:
    a. Joseph Wharton
    b. Henry Gantt
    c. Frank Gilbreth
    d. Frederick W. Taylor

Answer: d

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Level: Medium

Learning Objective 3: Outline the progression of the quantitative approach to management.

Section Reference: Scientific Management

15. The phrase "habits of industry" is today referred to as:
    a. Practices
    b. Objectives
    c. Values

      d. Training

Answer: d

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Level: Medium

Learning Objective 3: Outline the progression of the quantitative approach to management.

Section Reference: Visualizing Management

16. Henry Ford is credited with creating:
      a. The assembly line
      b. Labor unions
      c. Planned performance schedules
      d. The first automobile

Answer: a

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Level: Easy

Learning Objective 3: Outline the progression of the quantitative approach to management.

Section Reference: Quality Movement

17. What approach focuses on the human side of management?

a. Quantitative approach
b. Humanistic approach
c. Balanced approach
d. Qualitative approach

Answer: b

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Level: Easy

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: The Humanistic Approach

18. This study was led by Dugald Jackson and was conducted between 1924 and 1927.
    a. Illumination Study
    b. Relay-Assembly Test Room Study
    c. Interviewing Room Study
    d. Bethlehem Steel Study

Answer: a

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Level: Easy

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: Principles of Ethics

19. _____ _____ became a central management theme during World War II, in an attempt to establish a quantitative rationale for decisions that would lead to goal achievement.
    a. Quantitative management
    b. Operations research
    c. Employee efficiency
    d. Scientific management

Answer: b

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Level: Medium

Learning Objective 3: Outline the progression of the quantitative approach to management.

Section Reference: Quality movement

20. Which of the following is an example of a quality program?
    a. Six Sigma
    b. Lean manufacturing
    c. Total Quality Management
    d. All of the above

Answer: d

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Level: Medium

Learning Objective 3: Outline the progression of the quantitative approach to management.

21. Which of the following is NOT a reason to which the Hawthorne Studies research team attributed the increase in performance?
    a. A less restrictive/friendlier supervisory style
    b. Working in small groups
    c. More specific goals
    d. Increased earnings

Answer: c

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Level: Medium

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: Relay-Assembly Test Room Study

22. According to the text, the most notable contribution to the art of management in the 20th century was the:
    a. Management Color Performance Table
    b. Assembly line
    c. Conflict Resolution Model
    d. Gantt Progress Chart

Answer: d

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Level: Difficult

Learning Objective 3: Outline the progression of the quantitative approach to management.

Section Reference: Visualizing Management

23. "The group principle" was introduced by:
    a. Lillian Gilbreth
    b. Elton Mayo
    c. Mary Parker Follett
    d. Andrew Weber

Answer: c

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Level: Medium

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: Conflict: Mary Parker Follett

24. Which of the following is not one of the outcomes of Follett's Conflict Resolution Model?
    a. Struggle for victory
    b. Individual submission
    c. Compromise
    d. Integration

Answer: b

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Level: Medium

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: Conflict: Mary Parker Follett

25. _____ is a negative view of the worker that states that people do not like to work; therefore, workers need to be coerced, told what to do, and intimidated.
    a. Contingency
    b. Theory X
    c. Theory Y
    d. Systems thinking

Answer: b

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Level: Easy

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: Motivation

26. _____ states that different organizations, situations, and contexts require different managerial approaches.
    a. Contingency theory
    b. Theory X
    c. Theory Y
    d. Systems thinking

Answer: a

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Level: Easy

Learning Objective 5: Interpret the factors that led to a balanced approach to management.

Section Reference: Balanced Approach

27. Which of the following refers to the social and market-based energy that builds or maintains a system?
    a. System dynamics
    b. Equilibrium
    c. Entropy
    d. Negative entropy

Answer: d

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Level: Easy

Learning Objective 5: Interpret the factors that led to a balanced approach to management.

Section Reference: Cooperation

28. The biologist that enabled management theorists to understand, plan, and organize in a global economy defined by computers and information was:
    a. Douglas McGregor
    b. Chester I. Barnard
    c. Ludwig von Bertalanffy
    d. Jay W. Forrester

Answer: c

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Level: Difficult

Learning Objective 5: Interpret the factors that led to a balanced approach to management.

Section Reference: Systems

29. According to Follett's Conflict Resolution Model, which of the following is Follett's ideal state of conflict resolution?
    a. Group submission
    b. Struggle for victory
    c. Compromise
    d. Integration

Answer: d

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Level: Medium

Learning Objective 4: Outline the progression of the humanistic approach to management

Section Reference: Conflict Resolution

Question Type: True/False

30. The term "bureaucracy" has changed dramatically from the early 1900s to today.

Answer: True

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Level: Medium

Learning Objective 2: Explain the beginning of modern management theory and education.

Section Reference: Bureaucratic Management

31. The concept of critical thinking is a relatively new concept.

Answer: False

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Level: Easy

Learning Objective 1: Describe the historical foundations of management.

Section Reference: Introduction

32. Henri Fayol's principles are flexible and capable of adaptation to every need.

Answer: True

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Level: Medium

Learning Objective 2: Explain the beginning of modern management theory and education.

Section Reference: Administrative Management

33. Frederick Taylor developed five principles of Scientific Management that defined the task-management system.

Answer: False

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Level: Easy

Learning Objective 3: Outline the progression of the quantitative approach to management.

Section Reference: Scientific Management

34. Both Frederick Taylor and Henry Gantt worked for the Midvale Steel Company.

Answer: True

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Level: Medium

Learning Objective 3: Outline the progression of the quantitative approach to management.

Section Reference: Visualizing Management

35. Frank Gilbreth's work made him a pioneer in the field of human resource management by bridging the gap between profit and people.

Answer: False

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Level: Medium

Learning Objective 3: Outline the progression of the quantitative approach to management.

Section Reference: Scientific Management and the Mind

36. The Hawthorne Studies verified that employees were motivated by many factors, not just money, and that group dynamics had an impact on employee morale and performance.

Answer: True

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Level: Easy

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: The Hawthorne Studies

37. The field of human resources formalizes processes, methods, and manager training so that people in an organization can meet their needs to be motivated and to achieve goals.

Answer: True

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Level: Easy

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: Motivation

38. The Plan-Do-Act philosophy states that if managers focus on the big problems first, they would be more likely to fix the 30% of operational ineffectiveness that causes 70% of the quality problems.

Answer: False

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Level: Medium

Learning Objective 3: Outline the progression of the quantitative approach to management.

Section Reference: Quality Movement

39. Power dynamics in groups is most apparent in situations involving conflict.

Answer: True

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Level: Medium

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: Conflict Resolution

40. According to Theory Y, managers have power over employees.

Answer: False

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Level: Easy

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: Table 2-5

41. In the mid-20th century, management theory required a new model to rethink the roles and responsibilities of employees, managers, and organizations today.

Answer: True

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Level: Medium

Learning Objective 5: Interpret the factors that led to a balanced approach to management.

Section Reference: Balanced Approach

42. Negative entropy is the loss of social and market-based energy that leads to the decline of the organization.

Answer: False

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Level: Easy

Learning Objective 5: Interpret the factors that led to a balanced approach to management.

Section Reference: Cooperation

43. Follett's and Forrester's management theories are similar.

Answer: True

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Level: Medium

Learning Objective 5: Interpret the factors that led to a balanced approach to management.

Section Reference: Systems

44. The phrase "system dynamics" was introduced by Charles Bernard.

Answer: False

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Level: Easy

Learning Objective 5: Interpret the factors that led to a balanced approach to management.

Section Reference: Systems

Question Type: Fill-in-the-Blank

45. Establishing teams, called _____ _____, brings together knowledge specialists, supervisors, and workers to continuously discuss ways to improve.

Answer: quality circles

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Level: Easy

Learning Objective 3: Outline the progression of the quantitative approach to management.

Section Reference: Quality Movement

46. The U.S. Supreme Court ruling on _____ v. _____ gave corporations rights that were similar to those of individuals, and provided the context for the modern corporation.

Answer: Dartmouth College, Woodward

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Level: Medium

Learning Objective 1: Describe the historical foundations of management.

Section Reference: The Corporation

47. _____, _____, and _____ are three of Henri Fayol's principles.

Answer: division of work, authority, discipline, unity of command, unity of direction, subordination of individual interests to the general interest, remuneration,

centralization, scalar chain, order, equity, stability of tenure of personnel, initiative, esprit de corps (Choose 3)

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Level: Medium

Learning Objective 2: Explain the beginning of modern management theory and education.

Section Reference: Table 2-2 Fayol's Principles

48. _____ soldiering is when workers consciously and deliberately are underworking.

Answer: Systematic

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Level: Easy

Learning Objective 3: Outline the progression of the quantitative approach to management.

Section Reference: Quantitative Approach

49. Analyzing and synthesizing the flow of work to maximize productivity is called _____ _____.

Answer: scientific management

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Level: Easy

Learning Objective 3: Outline the progression of the quantitative approach to management.

Section Reference: Scientific Management

50. The _____ _____ concept is where positive outcomes for group conflicts emerge when individual ideals remain intact and become part of a "single whole."

Answer: constructive conflict

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Level: Medium

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: Conflict Resolution

51. _____ is a positive view of the worker that states that people enjoy the mental and physical purpose that work provides; therefore, when participating in a group with a shared commitment, people will direct themselves and look for ways to expand their personal contributions and responsibilities

Answer: Theory Y

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Level: Easy

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: Motivation

52. The _____ _____ laid the groundwork for the balanced approach that is emerging in management practice today.

Answer: contingency theory

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Level: Medium

Learning Objective 5: Interpret the factors that led to a balanced approach to management.

Section Reference: Balanced Approach

53. Organizations with _____ systems have the power to change and be changed by external and internal forces.

Answer: open

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Level: Medium

54. The _____ management perspective relies on understanding individual behaviors, decisions, and attitudes to motivate employees.

Answer: behavioral

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Level: Easy

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: Motivation

55. The three categories in which Theory X and Theory Y differ are _____, _____, and _____.

Answer: premise, managerial action, locus of power

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Level: Medium

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: Table 2-5

56. In a _____ system, organizations are effective and efficient when managers control and influence people's behaviors by modifying their motives.

Answer: cooperative

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Level: Easy

Learning Objective 5: Interpret the factors that led to a balanced approach to management.

Section Reference: Cooperation

Question Type: Essay

57. Compare and contrast some of the advantages and disadvantages of Max Weber's Characteristics of Bureaucracy.

Answer:

Characteristics	Advantages	Disadvantages & Distortions
Division of Labor	Managers increased production over 2,000%	Managers took this concept to an extreme and began

	(per Smith's pin economics), and workers knew exactly what they were supposed to do through specialization.	overanalyzing work to increase efficiency. Workers became bored and tired; as a result, they began to underperform, often on purpose.
Managerial Hierarchy	Managers had confidence in their responsibility and authority in the organization, and employees knew who they reported to and had the authority to make decisions.	Managers mistook authority for power, and used the power of their position for personal gain. Employees with bad bosses felt like they had no recourse because of their supervisors' legitimate authority.
Formal Selection	Managers needed to consider the skills necessary to complete the tasks of a job and ensure that the best possible candidates were identified. Employees were more likely to be successful in the position because they were selected based on their skills and strengths that matched with the job.	Managers overlooked good candidates because they did not have the requisite experience for the job, instead of spending the time to train and nurture a potentially great performer. Employees were disqualified from selection because of lack of experience.
Career Orientation	Managers were invested in the long-term welfare of the people that worked for them, and employees did not feel like a replacement part on a machine.	Managers and employees felt entitled to their jobs regardless of job performance.
Formal Rules & Controls	Managers could document the best way to accomplish tasks and share those expectations with employees. Employees understood the parameters of their work and what the organization needed them to accomplish.	Managers could create a rule for everything, which built an organizational culture that lacked creativity and innovation. Employees stopped trying to improve their tasks, although they were in the best position to do so, because they simply followed the rules.

Impersonality	Managers focused on the responsibility and authority of their position, not their personal desires and likes. Employees would not have to be subjected to the personality whims of managers.	Managers mistook this for being cruel, distant, aloof, and fear-inducing. Employees became afraid to approach management and express new ideas or opinions.

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Level: Medium

Learning Objective 2: Explain the beginning of modern management theory and education.

Section Reference: Bureaucratic Management

58. List and describe some of the major reasons identified by both the Hawthorne Studies research team and the workers themselves for why performance had increased in the Relay-Assembly Test Room.

Answer: The research team identified five major reasons, "in order of importance: 1) working in a small group, 2) a less restrictive and friendlier supervisory style, 3) increased earnings, 4) the novelty of being a study participant, and 5) attention given to the assemblers by company officials and the researchers." The assembly workers gave two reasons: "[The study room and research environment] was fun," and they liked the friendlier supervisory style.

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Level: Difficult

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: The Humanistic Approach

59. Compare and contrast Theory X and Theory Y.

Answer:

	Theory X	Theory Y
Premise	People don't like to work.	People enjoy the sense of purpose provided by work.
Managerial Action	Coerce and intimidate employees into getting the job done.	Motivate and nurture employees; facilitate creation of a shared group purpose.
Locus of Power	Managers have power over employees.	Managers share power with employees.

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Level: Easy

Learning Objective 4: Outline the progression of the humanistic approach to management.

Section Reference: Motivation