Chapter 2: History of Management

TRUE/FALSE

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

    ANS: T   PTS: 1   DIF: Easy   REF: 42
    TOP: AACSB Reflective Thinking   KEY: Creation of Value

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   DIF: Easy   REF: 45   TOP: AACSB Reflective Thinking
    KEY: Creation of Value

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

    ANS: T   PTS: 1   DIF: Easy   REF: 45-46
    TOP: AACSB Reflective Thinking   KEY: Group Dynamics | Operations Management

4. Frederick Taylor was the father of systems management.

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

    PTS: 1   DIF: Easy   REF: 47   TOP: AACSB Reflective Thinking
    KEY: Operations Management | HRM | Leadership Principles

5. One of Taylor's scientific 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. See Exhibit 2.2.

    PTS: 1   DIF: Easy   REF: 48   TOP: AACSB Reflective Thinking
    KEY: HRM

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
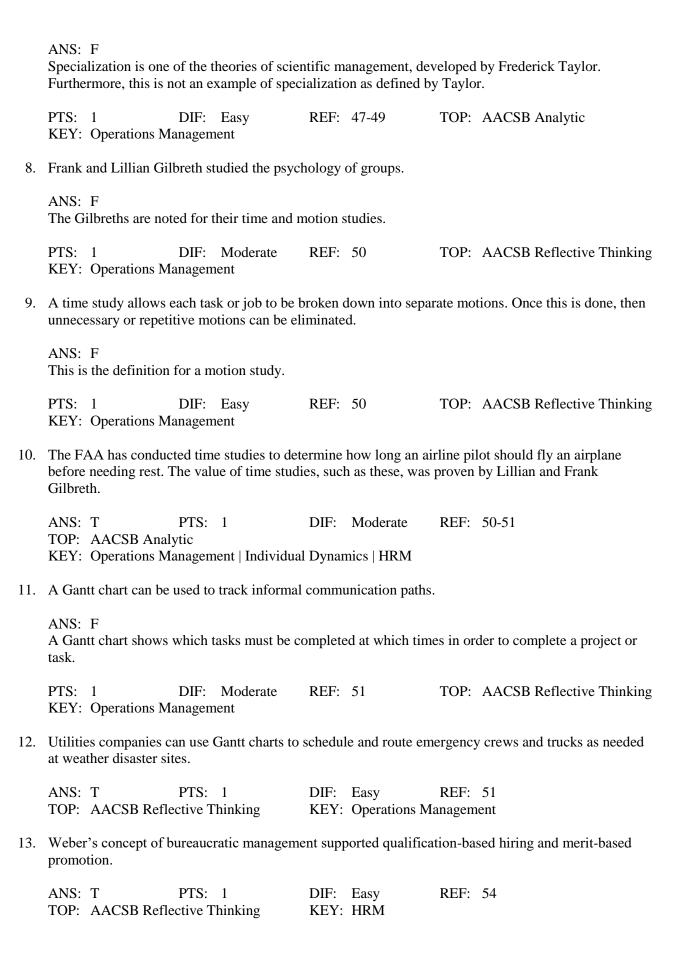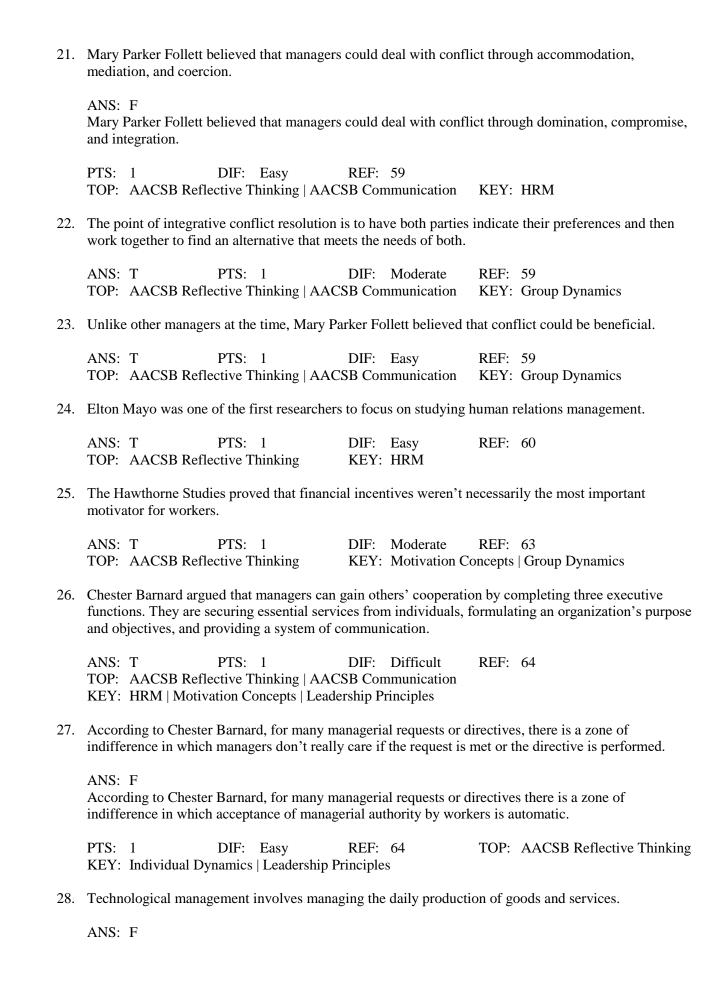   See Exhibit 2.2

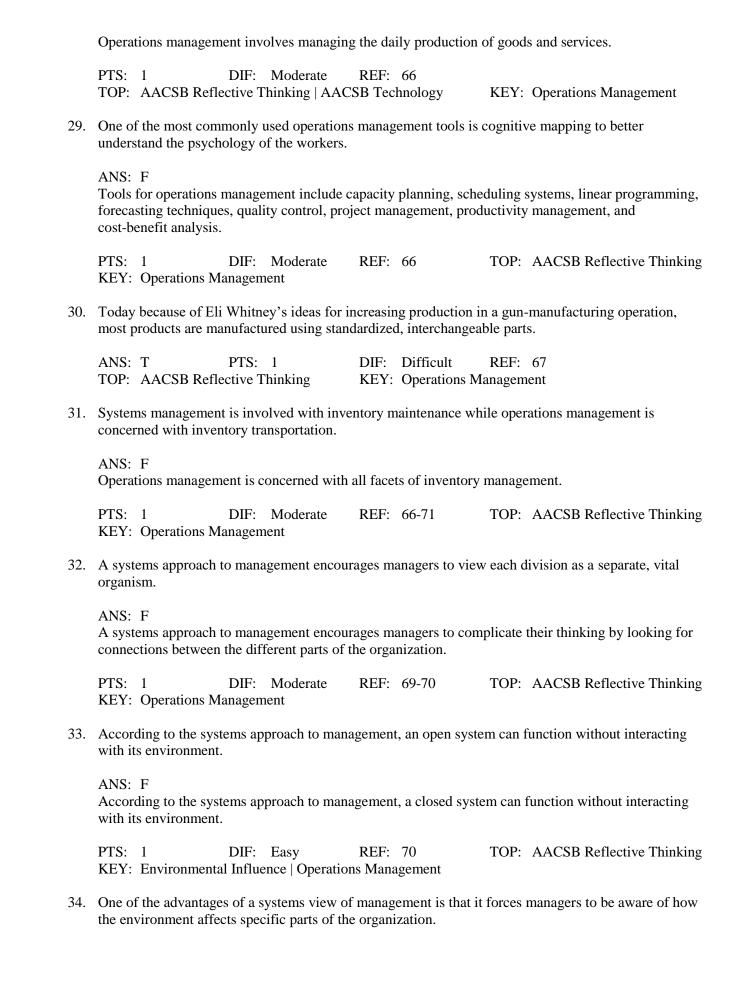   PTS: 1   DIF: Moderate   REF: 48   TOP: AACSB Reflective Thinking
    KEY: Operations Management

7. K-M-S Industries in Ohio specializes in making one-of-a-kind precision parts for performance racing, energy, transportation, and aerospace applications. The company's high degree of specialization is consistent with the beliefs supported by Chester Barnard.

ANS: F
Specialization is one of the theories of scientific management, developed by Frederick Taylor. Furthermore, this is not an example of specialization as defined by Taylor.

PTS: 1   DIF: Easy   REF: 47-49   TOP: AACSB Analytic
KEY: Operations Management

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

ANS: F
The Gilbreths are noted for their time and motion studies.

PTS: 1   DIF: Moderate   REF: 50   TOP: AACSB Reflective Thinking
KEY: Operations Management

9. 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
This is the definition for a motion study.

PTS: 1   DIF: Easy   REF: 50   TOP: AACSB Reflective Thinking
KEY: Operations Management

10. The FAA has conducted time studies to determine how long an airline pilot should fly an airplane before needing rest. The value of time studies, such as these, was proven by Lillian and Frank Gilbreth.

ANS: T   PTS: 1   DIF: Moderate   REF: 50-51
TOP: AACSB Analytic
KEY: Operations Management | Individual Dynamics | HRM

11. 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 complete a project or task.

PTS: 1   DIF: Moderate   REF: 51   TOP: AACSB Reflective Thinking
KEY: Operations Management

12. Utilities companies can use Gantt charts to schedule and route emergency crews and trucks as needed at weather disaster sites.

ANS: T   PTS: 1   DIF: Easy   REF: 51
TOP: AACSB Reflective Thinking   KEY: Operations Management

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

ANS: T   PTS: 1   DIF: Easy   REF: 54
TOP: AACSB Reflective Thinking   KEY: HRM

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

ANS: T   PTS: 1   DIF: Moderate REF: 54
TOP: AACSB Reflective Thinking KEY: Leadership Principles

15. A strong distaste for favoritism was partly responsible for Henri Fayol's development of administrative management.

ANS: F
Max Weber was driven by his distaste of favoritism when he developed his theories of bureaucracy.

PTS: 1   DIF: Moderate REF: 54   TOP: AACSB Reflective Thinking
KEY: Individual Dynamics

16. 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 concerning 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 concerning activities occurring anywhere below them in the chain.

PTS: 1   DIF: Moderate REF: 54   TOP: AACSB Reflective Thinking
KEY: HRM | Leadership Principles

17. One of the limitations of bureaucratic management is the resistance of bureaucracies to change.

ANS: T   PTS: 1   DIF: Easy REF: 55
TOP: AACSB Reflective Thinking KEY: Environmental Influence

18. Henri Fayol classified management functions into five categories.

ANS: T   PTS: 1   DIF: Easy REF: 55
TOP: AACSB Reflective Thinking KEY: Creation of Value

19. 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.   See Exhibit 2.5.

PTS: 1   DIF: Moderate REF: 57   TOP: AACSB Reflective Thinking
KEY: Group Dynamics

20. Human relations management focused on managers' roles and authority.

ANS: F
Human relations management focused on the psychological and social aspects of work.

PTS: 1   DIF: Moderate REF: 58   TOP: AACSB Reflective Thinking
KEY: HRM

21. Mary Parker Follett believed that managers could deal with conflict through accommodation, mediation, and coercion.

    ANS: F
    Mary Parker Follett believed that managers could deal with conflict through domination, compromise, and integration.

    PTS: 1   DIF: Easy   REF: 59
    TOP: AACSB Reflective Thinking | AACSB Communication   KEY: HRM

22. 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   DIF: Moderate   REF: 59
    TOP: AACSB Reflective Thinking | AACSB Communication   KEY: Group Dynamics

23. Unlike other managers at the time, Mary Parker Follett believed that conflict could be beneficial.

    ANS: T   PTS: 1   DIF: Easy   REF: 59
    TOP: AACSB Reflective Thinking | AACSB Communication   KEY: Group Dynamics

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

    ANS: T   PTS: 1   DIF: Easy   REF: 60
    TOP: AACSB Reflective Thinking   KEY: HRM

25. The Hawthorne Studies proved that financial incentives weren't necessarily the most important motivator for workers.

    ANS: T   PTS: 1   DIF: Moderate   REF: 63
    TOP: AACSB Reflective Thinking   KEY: Motivation Concepts | Group Dynamics

26. Chester Barnard argued that managers can gain others' cooperation by completing three executive functions. They are securing essential services from individuals, formulating an organization's purpose and objectives, and providing a system of communication.

    ANS: T   PTS: 1   DIF: Difficult   REF: 64
    TOP: AACSB Reflective Thinking | AACSB Communication
    KEY: HRM | Motivation Concepts | Leadership Principles

27. According to Chester Barnard, for many managerial requests or directives, there is a zone of indifference in which managers don't really care if 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   DIF: Easy   REF: 64   TOP: AACSB Reflective Thinking
    KEY: Individual Dynamics | Leadership Principles

28. 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　　　　　DIF: Moderate　　REF: 66
TOP: AACSB Reflective Thinking | AACSB Technology　　KEY: Operations Management

29. 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 capacity planning, scheduling systems, linear programming, forecasting techniques, quality control, project management, productivity management, and cost-benefit analysis.

PTS: 1　　　　　DIF: Moderate　　REF: 66　　　　TOP: AACSB Reflective Thinking
KEY: Operations Management

30. Today because of Eli Whitney's ideas for increasing production in a gun-manufacturing operation, most products are manufactured using standardized, interchangeable parts.

ANS: T　　　　PTS: 1　　　　DIF: Difficult　　REF: 67
TOP: AACSB Reflective Thinking　　KEY: Operations Management

31. Systems management is involved with inventory maintenance while operations management is concerned with inventory transportation.

ANS: F
Operations management is concerned with all facets of inventory management.

PTS: 1　　　　　DIF: Moderate　　REF: 66-71　　　TOP: AACSB Reflective Thinking
KEY: Operations Management

32. 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　　　　　DIF: Moderate　　REF: 69-70　　　TOP: AACSB Reflective Thinking
KEY: Operations Management

33. 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　　　　　DIF: Easy　　　REF: 70　　　　TOP: AACSB Reflective Thinking
KEY: Environmental Influence | Operations Management

34. One of the advantages 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   DIF: Moderate   REF: 71
TOP: AACSB Reflective Thinking   KEY: Environmental Influence | Operations Management

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

ANS: T   PTS: 1   DIF: Moderate   REF: 71
TOP: AACSB Reflective Thinking   KEY: Operations Management | Strategy

36. According to the contingency approach to management, a manager may deal differently with employee dissatisfaction depending upon various situation variables.

ANS: T   PTS: 1   DIF: Easy   REF: 71-72
TOP: AACSB Reflective Thinking   KEY: Operations Management | Strategy

MULTIPLE CHOICE

1. Which of the following statements about the origins of management is true?
   a. Job enrichment was developed during the last half of the twentieth century.
   b. Management as a field of study is only about 125 years old.
   c. Information management appeared with the first computers.
   d. The use of management functions would have made the building of the Egyptian pyramids more efficient.
   e. All of the above statements about the origin of management are true.

   ANS: B
   The Greeks used job enrichment.   An early form of information management was used by the Sumerians.   The Egyptians did use management functions.

   PTS: 1   DIF: Moderate   REF: 42   TOP: AACSB Reflective Thinking
   KEY: Creation of Value

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.
   e. Managers learned to use delegation.

   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   DIF: Difficult   REF: 45   TOP: AACSB Reflective Thinking
   KEY: Operations Management | HRM

3. Prior to the introduction of _____, five workers given an identical task might use five different methods to perform the task with some methods being significantly more efficient than others.
   a. contingency management
   b. scientific management
   c. bureaucratic management
   d. information management
   e. systems management

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

PTS: 1   DIF: Moderate   REF: 47   TOP: AACSB Reflective Thinking
KEY: Operations Management

4. _____ occurs when workers deliberately slow down their pace or restrict their work outputs.
    a. Job loitering
    b. Chugging
    c. Roadblocking
    d. Lagging
    e. Soldiering

ANS: E   PTS: 1   DIF: Moderate   REF: 47
TOP: AACSB Reflective Thinking   KEY: Operations Management | Individual Dynamics

5. Frederick Taylor is famous for:
    a. developing time and motion studies
    b. first defining the functions of managers
    c. developing the 14 principles of management
    d. creating the principles of scientific management
    e. doing all of these

ANS: D   PTS: 1   DIF: Moderate   REF: 47-48
TOP: AACSB Reflective Thinking   KEY: Operations Management

6. The goal of scientific management was to:
    a. make sure workers did not consider their work boring or repetitive
    b. decreased wages for individual workers
    c. eliminate conflict between workers and management
    d. find the one best way to perform each task
    e. find different ways to motivate workers

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

PTS: 1   DIF: Moderate   REF: 48   TOP: AACSB Reflective Thinking
KEY: Operations Management

7. Which of the following is NOT one of the principles of scientific management?
    a. Use group dynamics to ensure organizational goals are met.
    b. Give employees rest breaks throughout the day
    c. Find the one best way for doing each task.
    d. Divide the work and the responsibility equally between management and workers.
    e. Scientifically select, train, teach, and develop workers to help them reach their potential.

    ANS: A
    The importance of group dynamics was not realized until the Hawthorne Studies.

PTS: 1   DIF: Difficult   REF: 48   TOP: AACSB Reflective Thinking
KEY: Operations Management

8. Frank and Lillian Gilbreth are important to management because they:
   a. used motion studies to eliminate unnecessary or repetitive motions from the work process
   b. proved the effectiveness of nonfinancial motivators in convincing workers to strive for organizational goals
   c. realized how the principles of sociology applied to worker performance
   d. viewed the organization as a system that influenced its environment and that was influenced by its environment
   e. identified the four functions managers perform

   ANS: A   PTS: 1   DIF: Moderate   REF: 50
   TOP: AACSB Reflective Thinking   KEY: Operations Management

9. During World War I, battlefield surgery was crude. Which of the following management theorists would most likely have used their 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?
   a. Henri Fayol
   b. Chester Barnard
   c. Mary Parker Follett
   d. Frederick Taylor
   e. Frank Gilbreth

   ANS: E
   This episode in Gilbreth's life is described in one of the books written by his son. He used motion studies to reduce the surgery time.

   PTS: 1   DIF: Moderate   REF: 50   TOP: AACSB Reflective Thinking
   KEY: Operations Management

10. Which management theorist said, "The greatest waste in the world comes from needless, ill-directed, and ineffective motions"?
    a. Frederick Taylor
    b. Frank Gilbreth
    c. Elton Mayo
    d. Henri Fayol
    e. Chester Barnard

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

    PTS: 1   DIF: Moderate   REF: 50   TOP: AACSB Reflective Thinking
    KEY: Operations Management

11. A contractor was feeling defeated because the job he was working on was so far behind schedule. 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 back down to get more, and then repeating the process. _____ could be used to determine how the workers could perform their tasks more efficiently.
    a. Time and motion studies
    b. Resource assessments
    c. Workload analyses
    d. Systems analyses
    e. Cost-benefit 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   DIF: Moderate   REF: 50   TOP: AACSB Analytic
KEY: Operations Management

12. Frank and Lillian Gilbreth played a critical role in:
    a. learning how group dynamics influence work efficiency
    b. reducing employee turnover
    c. the passage of the Americans with Disabilities Act
    d. the rehabilitation and employment of disabled workers
    e. the identification of the various roles leaders play within the organization

    ANS: D   PTS: 1   DIF: Moderate   REF: 50
    TOP: AACSB Reflective Thinking   KEY: Legal Responsibilities

13. The Gantt chart:
    a. was a precursor to the organizational chart
    b. is a chart that shows when and where tasks need to be completed so that a job can be completed in a timely fashion
    c. was an early method for breaking jobs down into their smallest common denominator
    d. was a major tool of scientific managers and is not widely used today
    e. is a method for continuous training of front-line employees

    ANS: B   PTS: 1   DIF: Easy   REF: 51
    TOP: AACSB Reflective Thinking   KEY: Operations Management

14. In which of the following situations would a Gantt chart be appropriate to use?
    a. building a bridge
    b. installing a local area network for a computer system
    c. rebuilding a community destroyed by a hurricane
    d. planning a Mardi Gras parade
    e. all of these

    ANS: E
    A Gantt chart would be appropriate for any of the activities because it would allow planners to see which tasks needed to be completed at which time in order to finish the project.

    PTS: 1   DIF: Easy   REF: 51-52   TOP: AACSB Analytic
    KEY: Operations Management

15. Which of the following management theorists created a task and bonus system that did not punish workers for not achieving higher levels of production?
    a. Henri Fayol
    b. Lillian Gilbreth
    c. Henry Gantt
    d. Mary Parker Follett
    e. Frederick Taylor

    ANS: C   PTS: 1   DIF: Moderate   REF: 52
    TOP: AACSB Reflective Thinking   KEY: Operations Management

16. At about the same time as management theorists were developing scientific management principles in the United States, Max Weber was in Europe developing:
    a. human relations management

b. group dynamics theory
c. systems management
d. contingency management
e. bureaucratic management

ANS: E   PTS: 1   DIF: Moderate   REF: 53
TOP: AACSB Reflective Thinking   KEY: Operations Management

17. As a surgical nurse, Mariah Hopkins has been instructed by the operating room administrators to use a special, expensive type of gauze only to pack deep wounds. Several of the surgeons for whom she works have demanded that she give them the gauze to use during surgeries because of its absorbency. The surgeons do not feel they have to abide by the rules that govern the behavior of other hospital employees. Hopkins is miserable because of the conflicting demands she receives. Whose management theories most specifically dealt with the issues described in this scenario?
a. Henri Fayol
b. Max Weber
c. Frank Gilbreth
d. Elton Mayo
e. Mary Parker Follett

ANS: B
Weber had strong feelings that rules and procedures should apply to all members, regardless of their position or status.

PTS: 1   DIF: Moderate   REF: 54   TOP: AACSB Analytic
KEY: Individual Dynamics

18. According to Weber, a bureaucracy:
a. should be based on the theory of behavioral reinforcement
b. allows political connections to determine an individual's power base within organizations
c. is the exercise of control on the basis of knowledge, expertise, or experience
d. is the exercise of control by virtue of family connections
e. relies on scheduled, periodic corrective actions to operate at its most efficient

ANS: C   PTS: 1   DIF: Moderate   REF: 54
TOP: AACSB Reflective Thinking   KEY: Leadership Principles

19. Which of the following statements about division of labor is true?
a. Division of labor is a factor in bureaucratic management.
b. By using division of labor, managers can assign the best qualified people to perform tasks.
c. Division of labor is designed to improve both effectiveness and efficiency.
d. One of the reasons division of labor works is because authority is vested in the position, not in the people.
e. All of the above statements about division of labor are true.

ANS: E   PTS: 1   DIF: Moderate   REF: 54-55
TOP: AACSB Reflective Thinking   KEY: Leadership Principles

20. As defined by Weber, the goal of bureaucracy is to:
a. achieve an organization's goal in the most efficient way possible
b. create sustainable nonfinancial motivation tools
c. provide managers with the tools needed to adapt to different situations
d. create synergy within the organization's departments
e. provide managers with the general tools they need to assume the various managerial roles

21. Which of the following is NOT associated with Max Weber's bureaucratic management?
    a. merit-based promotion
    b. span of management
    c. division of labor
    d. chain of command
    e. qualification-based hiring

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

22. One limitation of bureaucratically managed companies is:
    a. the continued adherence to the goal of personal gain
    b. synergy
    c. an ever-changing organizational culture
    d. reliance on favoritism
    e. their strong resistance to change

23. _____ is best known for developing the five functions of managers and the 14 principles of management.
    a. Henri Fayol
    b. Max Weber
    c. Frank Gilbreth
    d. Elton Mayo
    e. Mary Parker Follett

24. Which of the following activities indicate the described company adheres to at least one of the management theories supported by Henri Fayol?
    a. The company uses time and motion studies to increase production efficiency.
    b. The company relies on teamwork to get the job done better.
    c. The company sends all of its managers to school to learn how to manage.
    d. The company uses nonmaterial and material incentives to get workers to cooperate with each other.
    e. The company's managerial hierarchy operates as if there is not one best way to manage a company.

    ANS: C
    Proponents of scientific management used time and motion studies to increase efficiency. Mary Parker Follett espoused the benefits of teamwork. Incentives and cooperation were buzzwords of Chester Barnard. Fayol did not develop contingency management, which involves choosing a management style that fits the company and its circumstances in the moment.

KEY: HRM

25. Which of the following management theorists used his own personal experiences as a CEO to create
his theory of management?
a. Elton Mayo
b. Frederick Taylor
c. Henri Fayol
d. Max Weber
e. Frank Gilbreth

ANS: C   PTS: 1   DIF: Difficult   REF: 55
TOP: AACSB Reflective Thinking   KEY: Leadership Principles

26. Henri Fayol is responsible for developing _____ management.
a. bureaucratic
b. administrative
c. operations
d. contingency
e. human relations

ANS: B   PTS: 1   DIF: Moderate   REF: 55
TOP: AACSB Reflective Thinking
KEY: Operations Management | HRM | Group Dynamics | Individual Dynamics | Motivation
Concepts

27. Which management theorist said, "The success of an enterprise generally depends much more on the
administrative ability of its leaders than on their technical ability"?
a. Henri Fayol
b. Mary Parker Follett
c. Max Weber
d. Chester Barnard
e. Lillian Gilbreth

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

PTS: 1   DIF: Moderate   REF: 56   TOP: AACSB Reflective Thinking
KEY: Individual Dynamics | Leadership Principles

28. According to Henri Fayol's 14 principles of management, _____ requires that each employee should
report to and receive orders from just one boss.
a. unity of direction
b. centralization
c. vertical authority
d. span of management
e. unity of command

ANS: E
See Exhibit 2.5.

PTS: 1   DIF: Moderate   REF: 57   TOP: AACSB Reflective Thinking
KEY: Leadership Principles

29. Tim Smit is a social entrepreneur and is involved in revitalizing the economy in Cornwall, a region of England. Tim Smit wants to like the people he works with. So, applicants for most jobs are asked to perform in front of him and the team interviewing them—ten minutes of music, dance, juggling, or story-telling. Tim Smit says the interview process takes two days, and most job applicants are interviewed by the people who will work under them, as well as alongside them. Smit is most likely to relate best to the principles of:
    a. administrative management
    b. operational management
    c. human relations management
    d. bureaucracy
    e. strategic management

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

    PTS: 1   DIF: Moderate   REF: 58-59   TOP: AACSB Analytic
    KEY: HRM

30. The _____ approach to management focuses on the psychological and social aspects of work.
    a. employee
    b. human relations
    c. reinforcement theory
    d. systems
    e. operations

    ANS: B   PTS: 1   DIF: Easy   REF: 58
    TOP: AACSB Reflective Thinking   KEY: HRM

31. According to human relations management:
    a. success follows from strict adherence to the chain of command principle
    b. effective managers must be able to perform all four managerial functions simultaneously
    c. success depends on treating workers well
    d. efficiency equals organizational success
    e. people are simply extensions of the machines they operate

    ANS: C   PTS: 1   DIF: Easy   REF: 58
    TOP: AACSB Reflective Thinking   KEY: HRM

32. Which of the following management theorists helped develop human relations management?
    a. Max Weber
    b. Mary Parker Follett
    c. Henri Fayol
    d. Frederick Taylor
    e. Henry Gantt

    ANS: B   PTS: 1   DIF: Moderate   REF: 58-59
    TOP: AACSB Reflective Thinking   KEY: HRM

33. The Joint Committee on the Accreditation of Healthcare Organizations (CAHO) has determined that the highest level of teamwork (85 percent) was attributed to certified RN anesthetists, closely followed by general surgical nurses (83.5 percent). Anesthesiologists rated third in teamwork at 79 percent. Surgeons exhibited the lowest level of teamwork at 65 percent. It is the belief of the CAHO that coordination of the surgical team is essential to surgical success rates. The management theories of _____ would be most helpful in achieving better working relationships among surgical team members.
    a. Henri Fayol

b. Chester Barnard
c. Mary Parker Follett
d. Frederick Taylor
e. Frank Gilbreth

ANS: C
Follett's writing on the role of coordination in organizations is one of her important contributions to the study of management.

PTS: 1   DIF: Moderate   REF: 58-60   TOP: AACSB Analytic
KEY: HRM

34. When Doug Parker merged the ailing America West and the twice-bankrupt US Airways, the pilots and mechanics of the two airlines rebelled at his efforts to combine the two workforces. According to Mary Parker Follett, Parker could have used _____ to settle the conflict.
a. integrative conflict resolution
b. conflict benchmarking
c. dialectical benchmarking
d. conflict domination
e. conflict coordination

ANS: A
With integrative conflict resolution, both parties work together to create an alternative solution that is acceptable to both.

PTS: 1   DIF: Moderate   REF: 59
TOP: AACSB Analytic | AACSB Communication   KEY: HRM | Group Dynamics

35. According to Mary Parker Follett, _____ is an approach to dealing with conflict 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.
a. resolution
b. integration
c. domination
d. coercion
e. negotiation

ANS: C   PTS: 1   DIF: Easy   REF: 59
TOP: AACSB Reflective Thinking | AACSB Communication   KEY: HRM

36. According to Mary Parker Follett, _____ is used to settle or reduce conflict when each of the parties involved give up some of what they want.
a. reallocation
b. mediation
c. arbitration
d. negotiation
e. compromise

ANS: E   PTS: 1   DIF: Easy   REF: 59
TOP: AACSB Reflective Thinking | AACSB Communication   KEY: HRM

37. In a departure from mainstream management thinking, Mary Parker Follett believed:
a. rules and procedures should be applied without favoritism
b. group dynamics produces positive peer pressure
c. conflict could be beneficial

d. work specialization was the key to efficiency
e. pay should be performance-based

ANS: C   PTS: 1   DIF: Moderate   REF: 59
TOP: AACSB Reflective Thinking | AACSB Communication   KEY: HRM

38. Mary Parker Follett believed managers could deal with conflict in three ways.   They are:
a. domination, compromise, and integration
b. accommodation, mediation, and coercion
c. coercion, mediation, and integration
d. administration, coercion, and negotiation
e. facilitation, mediation, and coercion

ANS: A   PTS: 1   DIF: Moderate   REF: 59
TOP: AACSB Reflective Thinking | AACSB Communication   KEY: HRM

39. According to Mary Parker Follett, _____ is the easiest way to deal with conflict for the moment, but it is not usually successful in the long run.
a. coercion
b. domination
c. mediation
d. arbitration
e. compromise

ANS: B   PTS: 1   DIF: Moderate   REF: 59
TOP: AACSB Reflective Thinking   KEY: HRM

40. With integrative conflict resolution:
a. a third party's decision settles the conflict
b. both parties work together to create an alternative solution that includes shared preferences and integrates interests
c. both parties involved agree to give up something
d. both parties in the conflict are coerced into accepting a less-than-optimal solution
e. peer pressure determines the settlement of the conflict

ANS: B   PTS: 1   DIF: Difficult   REF: 59
TOP: AACSB Reflective Thinking | AACSB Communication   KEY: HRM

41. According to Mary Parker Follett:
a. most things that occur in organizations are interrelated
b. coordination is a continuing process
c. conflict can be beneficial
d. integration is the most effective approach to conflict resolution
e. all of these are true

ANS: E   PTS: 1   DIF: Moderate   REF: 59
TOP: AACSB Reflective Thinking | AACSB Communication   KEY: HRM

42. _____was the management theorist who 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."
a. Frederick Taylor
b. Henri Fayol
c. Lillian Gilbreth
d. Henry Gantt

e.   Mary Parker Follett

ANS: E
See Exhibit 2.6.

PTS: 1   DIF: Moderate   REF: 59   TOP: AACSB Reflective Thinking
KEY: HRM

43. Which management theorist is best known for his/her role in the Hawthorne Studies?
     a.   Elton Mayo
     b.   Chester Barnard
     c.   Mary Parker Follett
     d.   Henry Gantt
     e.   Frank Gilbreth

     ANS: A   PTS: 1   DIF: Easy   REF: 60
     TOP: AACSB Reflective Thinking   KEY: Group Dynamics

44. In 1913, the federal government created the _____ "to foster, promote, and develop the welfare of
     working people, to improve their working conditions, and to enhance their opportunities for profitable
     employment."
     a.   National Workers' Aid Bureau
     b.   U.S. Department of Human Resources
     c.   U.S. Department of Labor
     d.   National Labor Relations Board
     e.   Bureau of Labor Relations

     ANS: C   PTS: 1   DIF: Easy   REF: 60
     TOP: AACSB Reflective Thinking   KEY: Legal Responsibilities

45. The Wagner Act of 1935:
     a.   created a mediation board to handle labor disputes
     b.   established the U.S. Department of Labor
     c.   gave workers the right to form unions and engage in collective bargaining
     d.   prohibited the use of favoritism in hiring practices
     e.   banned rate busting

     ANS: C   PTS: 1   DIF: Moderate   REF: 60-61
     TOP: AACSB Reflective Thinking   KEY: Legal Responsibilities

46. The Hawthorne Studies showed how _____ can influence work group performance, for better or
     worse.
     a.   organizational codes of ethics
     b.   group norms and group behaviors
     c.   realistic work quotas
     d.   important work
     e.   merit-based promotion

     ANS: B   PTS: 1   DIF: Moderate   REF: 63
     TOP: AACSB Reflective Thinking   KEY: Group Dynamics

47. During the Bank Wiring Room phase of his Hawthorne Studies, Elton Mayo witnessed behavior
     reminiscent of the _____ Frederick Taylor observed.
     a.   lagging behavior
     b.   group dissonance

c. positive effects of employee empowerment
d. rate busting
e. soldiering

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

PTS: 1   DIF: Moderate   REF: 63   TOP: AACSB Reflective Thinking
KEY: Group Dynamics

48. Which management theorist provided managers with a better understanding of the effect group social interactions and employee satisfaction have on individual and group performance?
    a. Elton Mayo
    b. Chester Barnard
    c. Henri Fayol
    d. Max Weber
    e. Frederick Taylor

ANS: A   PTS: 1   DIF: Easy   REF: 63
TOP: AACSB Reflective Thinking
KEY: Group Dynamics | Individual Dynamics | Motivation Concepts

49. Chester Barnard defined a(n) _____ as "a system of consciously coordinated activities or forces of two or more persons."
    a. bureaucracy
    b. department
    c. work unit
    d. organization
    e. administration

ANS: D   PTS: 1   DIF: Moderate   REF: 64
TOP: AACSB Reflective Thinking   KEY: Group Dynamics

50. According to Chester Barnard, which of the following is an example of an organization?
    a. the four authors who co-authored a principles of management textbook
    b. a basketball team
    c. the crew working on the construction of a new church
    d. AT&T
    e. all of the above

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

PTS: 1   DIF: Moderate   REF: 64   TOP: AACSB Reflective Thinking
KEY: Group Dynamics

51. Chester Barnard argued that managers can gain others' cooperation by completing three executive functions. They are securing essential services from individuals, formulating an organization's purpose and objectives, and:
    a. monitoring the environment
    b. handling conflict
    c. making sure workers know what is expected of them
    d. creating an equitable motivational system
    e. providing a system of communication

52. According to Chester Barnard, managers can gain workers' willing cooperation by offering them material incentives, nonmaterial incentives, and:
    a. equity
    b. job enrichment
    c. synergistic opportunities
    d. conflict mediators
    e. associational incentives

    ANS: E
    Associational incentives refer to the chance to work with people they like or be more directly involved with key events or processes in the organization.

53. According to Chester Barnard, for many managerial requests or directives, there is a zone of indifference. A zone of indifference:
    a. needs to be monitored to make sure it does not grow
    b. can create apathy
    c. requires few resources
    d. derives from the concept of personal space
    e. appears when the acceptance of managerial authority is automatic

54. In general, people will be indifferent to managerial directives or orders if they:
    a. are understood
    b. are consistent with the purpose of the organization
    c. can actually be carried out by those people
    d. are compatible with the people's personal interests
    e. meet all of the above qualifications

55. Which of the following management theorist believed that workers ultimately grant managers their authority?
    a. Chester Barnard
    b. Max Weber
    c. Mary Parker Follett
    d. Elton Mayo
    e. Frank and Lillian Gilbreth

56. The Navy's Aircraft Wiring Support Equipment Commodity Program team developed the Aircraft Wiring Information System. This comprehensive database allows the standardization of repair tooling, specifications, and processes across all Navy and Marine Corps aircraft. The team's standardization efforts have reduced the proliferation of tools and support equipment and realized a total cost avoidance of $15.9 million. This team combined:
   a. information and contingency management
   b. administrative and bureaucratic management
   c. scientific and information management
   d. information management and operations management
   e. operations management and scientific management

   ANS: D
   Operations management involves managing the daily production of goods and services using a quantitative approach. Information management speeds access to timely and useful information.

   PTS: 1   DIF: Easy   REF: 66 | 68   TOP: AACSB Analytic
   KEY: Information Technologies | Operations Management

57. Milk directly from the cow must be separated and processed into cream, cheese, yogurt, and other products. The dairy industry uses separation equipment to produce the various milk components. Tetra Pak Inc. has 60 percent of the separator market in the world. Much of its success is due to the fact that Tetra Pak relies heavily on parts standardization. Its separators have the same frame size, and each utilizes many of the same components. Which of the following management theorists has a large part in Tetra Pak's success in the separation equipment industry?
   a. Eli Whitney
   b. Frank Gilbreth
   c. Mary Parker Follett
   d. Frederick Taylor
   e. Chester Barnard

   ANS: A
   Whitney developed interchangeable parts for muskets and proved the value of such a system.

   PTS: 1   DIF: Moderate   REF: 67   TOP: AACSB Analytic
   KEY: Operations Management | Creation of Value

58. When Doug Parker merged his ailing America West and the twice-bankrupt US Airways under the name US Airways, one of his peers described him thusly, "Parker is not an operations guy with jet fuel in his veins."   What is probably meant by this description?
   a. Parker is not concerned about managing the daily production of airline services.
   b. Parker believes that the situation dictates what management style to use.
   c. Parker is most concerned with the social aspects of work.
   d. Parker wants to locate and use the most efficient way to perform each task associated with flying people to their destinations.
   e. Parker is more concerned about the subsystems of the airlines that the airline as a whole.

   ANS: A
   Operations management uses a quantitative approach to find ways to increase productivity, improve quality, and manage or reduce costly inventories.

   PTS: 1   DIF: Difficult   REF: 66   TOP: AACSB Analytic
   KEY: HRM | Leadership Principles

59. _____ management involves managing the daily production of goods and services.
   a. Operations

b. Resource
c. Systems
d. Contingency
e. Bureaucratic

ANS: A   PTS: 1   DIF: Easy   REF: 66
TOP: AACSB Reflective Thinking   KEY: Operations Management

60. Which of the following is NOT an example of a commonly used operations management tool?
   a. capacity planning
   b. linear programming
   c. scheduling systems
   d. target marketing
   e. Gantt charts

ANS: D   PTS: 1   DIF: Easy   REF: 66
TOP: AACSB Reflective Thinking   KEY: Operations Management

61. _____ is responsible for the fact that most products are manufactured using standardized, interchangeable parts.
   a. Henri Fayol
   b. Eli Whitney
   c. Chester Barnard
   d. Frederick Taylor
   e. Elton Mayo

ANS: B   PTS: 1   DIF: Moderate   REF: 67
TOP: AACSB Reflective Thinking   KEY: Operations Management

62. In general, _____ uses a quantitative approach to find ways to increase productivity, improve quality, and manage or reduce costly inventories.
   a. administrative management
   b. management science
   c. information management
   d. communications management
   e. operations management

ANS: E   PTS: 1   DIF: Difficult   REF: 66
TOP: AACSB Reflective Thinking   KEY: Operations Management

63. Today thanks to _____, Unverferth, a farm equipment manufacturer, was able to use computer-assisted design in the development of its new 12-row subsoiler for cotton production.
   a. Henry Ford
   b. Henry Gantt
   c. Gaspard Monge
   d. Eli Whitney
   e. Pietro Beretta

ANS: C
Monge was the author of *Descriptive Geometry*, a book that put three-dimensional exhibits on paper.

PTS: 1   DIF: Difficult   REF: 67   TOP: AACSB Reflective Thinking
KEY: Operations Management

64. What is the term used for the amount and number of raw materials, parts, and finished products that a company has in its possession?
a. supplies
b. material resources
c. distributed materials
d. inventory
e. physical resources

ANS: D   PTS: 1   DIF: Easy   REF: 67
TOP: AACSB Reflective Thinking   KEY: Operations Management

65. Which of the following statements about information management is true?
a. It is a form of management that appeared with the introduction of computers.
b. Two types of information technology are the cash register and the typewriter.
c. Throughout history, organizations have been reticent to adopt new information technologies.
d. Businesses are not typically interested in information technologies that offer speed.
e. All of these statements about information management are true.

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   DIF: Easy   REF: 69   TOP: AACSB Reflective Thinking
KEY: Information Technologies | Operations Management

66. A systems view of management allows managers to:
a. deal with the complex environment in which their companies operate
b. manage employee attendance
c. communicate efficiently
d. store and retrieve all types of information
e. eliminate production bottlenecks

ANS: A   PTS: 1   DIF: Easy   REF: 69-70
TOP: AACSB Reflective Thinking   KEY: Environmental Influence | Operations Management

67. A(n) _____ is a set of interrelated elements or parts that function as a whole.
a. synergistic graph
b. dependency
c. relationship
d. organism
e. system

ANS: E   PTS: 1   DIF: Easy   REF: 69
TOP: AACSB Reflective Thinking   KEY: Environmental Influence

68. All _____ can function without interacting with their environment.
a. covert systems
b. entropic systems
c. closed systems
d. synergistic subsystems
e. open systems

ANS: C   PTS: 1   DIF: Easy   REF: 70

69. Nearly all organizations should be viewed as _____ that interact with their environments and depend on them for survival.
     a. covert systems
     b. open systems
     c. synergistic subsystems
     d. closed systems
     e. entropic subsystems

     ANS: B   PTS: 1   DIF: Easy   REF: 70
     TOP: AACSB Reflective Thinking   KEY: Environmental Influence

70. _____ occurs when 1 + 1 = 3.
     a. An open system
     b. Synergy
     c. Entropy
     d. Reciprocity
     e. A closed system

     ANS: B   PTS: 1   DIF: Moderate   REF: 70
     TOP: AACSB Reflective Thinking   KEY: Creation of Value

71. Synergy occurs when:
     a. workers deliberately slow down their pace or restrict their work outputs
     b. productivity increases as a result of workers' belief that management really cares about them
     c. two or more subsystems working together can produce more than they can working apart
     d. a system deteriorates
     e. a system of consciously coordinated activities or forces is created by an organization

     ANS: C   PTS: 1   DIF: Moderate   REF: 70
     TOP: AACSB Reflective Thinking   KEY: Creation of Value

72. Phillips-Van Heusen's business is comprised of three major business groups: the Calvin Klein division, the Dress Shirt Group, and the Sportswear Group.   Because these groups operate as interrelated elements of the whole company, they would be an example of a(n):
     a. synergistic graph
     b. dependency
     c. relationship
     d. organism
     e. system

     ANS: E
     A system is a set of interrelated elements or parts that function as a whole.

     PTS: 1   DIF: Moderate   REF: 69   TOP: AACSB Analytic
     KEY: Operations Management

73. Phillips-Van Heusen owns or licenses 19 of America's most successful apparel and footwear brands. Its multiple brands, multiple channels, and multiple price point strategies are designed to provide stability should market trends such as the economy or consumer taste shift.   In other words, the company is responsive to its _____ environment.
     a. interrelated
     b. synergistic

c. entropic
d. general
e. overt

ANS: D
Changes in any component of the general environment eventually influence most organizations.   See Exhibit 2.7.

PTS: 1   DIF: Easy   REF: 70   TOP: AACSB Analytic
KEY: Operations Management | Strategy

74. Shortly after World War I, John M. Van Heusen created a comfortable, self-folding collar. Prior to the invention, men wore collarless shirts with disposable collars either made of paper or a plastic-like material.   In 1919, a U.S. patent was granted for the collar. In 1921, Van Heusen introduced the revolutionary new collar to the public with immediate and overwhelming success. This invention would be part of the _____ environment for Van Heusen, the shirt manufacturer.
a. covert
b. interrelated
c. specific
d. overt
e. centralized

ANS: C
The specific environment includes customers, competitors, suppliers, industry regulation, and advocacy groups.

PTS: 1   DIF: Easy   REF: 70   TOP: AACSB Analytic
KEY: Environmental Influence

75. Kraft Foods has created five global product divisions—beverages, snacks, cheese and dairy, convenience meals, and grocery—and two marketing divisions—one for North America and the other for everything else.   According to the systems approach to management, these seven divisions are examples of:
a. work units
b. functional systems
c. entropic systems
d. closed systems
e. subsystems

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

PTS: 1   DIF: Moderate   REF: 70   TOP: AACSB Analytic
KEY: Operations Management

76. Which of the following is an example of a closed system?
a. an isolated ranch in Montana
b. Buckingham Palace
c. the Metropolitan Museum of Art
d. United States Postal System
e. none of the above

ANS: E
Closed systems can function without interacting with their environments.   None of these organizations can.

77. The Atlanta Hawks basketball team, Stanford University, the American Red Cross, and IBM are all examples of:
    a. entropic systems
    b. open systems
    c. closed systems
    d. synergistic subsystems
    e. nonprofit organizations

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

78. Phillips-Van Heusen owns or licenses 19 of America's most successful apparel and footwear brands. Its multiple brands, multiple channels, and multiple price point strategies are designed to provide stability should market trends such as the economy or consumer taste shift. In other words, if a recessionary period occurs, the company can sell its Arrow and private-label brands in discount stores. In the event of a prosperous economic time, the company can benefit from the sale of its Calvin Klein and Kenneth Cole brands in specialty stores. In either economic scenario, the company can remain profitable using the:
    a. principles of bureaucratic management
    b. contingency approach to management
    c. principles of administrative management
    d. systems approach to management
    e. 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.

79. Entropy:
    a. is the force that makes organizations interact with their environment
    b. is the inevitable and steady deterioration of a system
    c. determines the number of points at which organizations interact with external environments
    d. is the method used to determine which management style is right for the situation
    e. creates graphic depictions of employee work schedules

80. Organizations operate in two kinds of complex environments. They are:
    a. covert and overt environments
    b. general and specific environments
    c. synergistic and entropic environments
    d. centralized and decentralized environments
    e. interrelated and intrarelated environments

ANS: B
See Exhibit 2.7.

PTS: 1　　　　　DIF: Moderate　　REF: 70　　　　　TOP: AACSB Reflective Thinking
KEY: Environmental Influence

81. Which of the following would be a part of an organization's general environment?
    a. its customers
    b. the economy in which it operates
    c. its competitors
    d. its suppliers
    e. advocacy groups

    ANS: B
    Changes in any component of the general environment eventually influence most organizations.   See
    Exhibit 2.7.

    PTS: 1　　　　　DIF: Moderate　　REF: 70　　　　　TOP: AACSB Reflective Thinking
    KEY: Environmental Influence

82. Which of the following would be a part of an organization's specific environment?
    a. the technology it uses to make its product
    b. new laws controlling its product's exportation
    c. the economy in which it operates
    d. its competitors
    e. all of the above

    ANS: D
    See also Exhibit 2.7.

    PTS: 1　　　　　DIF: Moderate　　REF: 70　　　　　TOP: AACSB Reflective Thinking
    KEY: Environmental Influence

83. Which of the following statements describes an advantage of the systems approach to management?
    a. It forces managers to be aware of how the environment affects specific parts of the
        organization.
    b. It makes managers acutely aware that good internal management of the organization may
        not be enough to ensure survival.
    c. It encourages managers to focus on better communication and cooperation within the
        organization.
    d. It forces managers to view their organization as part of a whole.
    e. All of these describe an advantage of the systems approach to management.

    ANS: E　　　　　PTS: 1　　　　　DIF: Moderate　　REF: 71
    TOP: AACSB Reflective Thinking　　KEY: Group Dynamics | Creation of Value

84. Which of the following would be part of the general environment for Inchow Environments, Inc., a
    manufacturer of fishing lures?
    a. fishermen
    b. other manufacturers of fishing lures
    c. advocacy groups that are opposed to hunting and fishing
    d. a dramatic increase in the number of retired people
    e. all of the above

ANS: D
Retired people have more time to fish. This would be a sociocultural trend that could indirectly affect Inchow.

PTS: 1   DIF: Difficult   REF: 70   TOP: AACSB Analytic
KEY: Environmental Influence

85. Which of the following statements describes an advantage of the systems approach to management?
    a. It simplifies the management process by supporting the principle of unity of command.
    b. It allows managers to reward workers on the basis of their performance.
    c. It allows managers to move comfortably in and out of the various managerial roles.
    d. It forces managers to create coordinated communication.
    e. It forces managers to view their organization as part of a whole.

ANS: E   PTS: 1   DIF: Difficult   REF: 71
TOP: AACSB Reflective Thinking   KEY: Creation of Value

86. According to _____, 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.
    a. scientific management
    b. the human relations approach
    c. administrative management
    d. the contingency approach
    e. bureaucratic management

ANS: D   PTS: 1   DIF: Moderate   REF: 71
TOP: AACSB Reflective Thinking   KEY: Environmental Influence

87. 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 another employee fell asleep behind the prep table. Both employees came to work not ready to work their hardest. According to the _____, the manager should not be expected to have treated these two workers identically.
    a. principles of bureaucratic management
    b. contingency approach to management
    c. principles of administrative management
    d. systems approach to management
    e. 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   DIF: Difficult   REF: 71   TOP: AACSB Analytic
KEY: Environmental Influence

International Steel Group (ISG)
As the day shift supervisor at the steel plant, you summon the six college students who are working for you this summer doing whatever you need done (sweeping up, sandblasting the inside of boilers that are down for maintenance, running errands, etc.). 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. Metal prices, which have been depressed, have finally risen enough that the company can earn a small profit by selling its scrap.

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 15 feet from a track. Each stack contains 390 pieces of metal. Each piece weighs 92 pounds and is about a yard long and just over 4 inches high and 4 inches wide. You tell the students that working as a team, they are to pick up each piece, walk up a ramp to a railroad car, which will be positioned next to each stack, and then neatly position and stack the metal for shipment. That's right, you repeat, *92* pounds, *walk* up the ramp, and *carry* the metal onto the rail car. Anticipating their questions, you explain that a forklift could be used only if the metal was stored on wooden pallets (it isn't), if the pallets could withstand the weight of the metal (they would be crushed), and if you, as their supervisor, had forklifts and people trained to run them (you don't). In other words, 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 know that over an eight-hour shift workers typically loaded about 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, and the purchasing manager who sold it says it must 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.

88. Refer to ISG. What advice should the shift supervisor at the steel plant in charge of the six college students take from the teachings of Frederick Taylor?
    a. Look at how the task assigned influences the organizational goals.
    b. Scientifically train, teach, and develop these employees to help them reach their full potential.
    c. Use time and motion studies to create the most efficient work methodology.
    d. Rely on qualification-based hiring.
    e. Ask to be taught how to manage.

    ANS: B   PTS: 1   DIF: Moderate   REF: 48
    TOP: AACSB Analytic   KEY: Operations Management

89. Refer to ISG. The shift supervisor needs to motivate the students to work much, much harder than they have been all summer, and they've gotten used to the leisurely pace and job assignments.   One of the stated beliefs of _____ was that it was management's responsibility to pay workers fairly for their work, "a fair day's pay for a fair day's work."
    a. Max Weber
    b. Elton Mayo
    c. Frederick Taylor
    d. Mary Parker Follett
    e. Frank Gilbreth

    ANS: C   PTS: 1   DIF: Moderate   REF: 49
    TOP: AACSB Analytic   KEY: Operations Management

90. Refer to ISG. What advice should the shift supervisor, who is in charge of the six college students, take from the teachings of Henri Fayol that is most likely to improve productivity?
    a. Eliminating bottlenecks is the key to job effectiveness.
    b. Coordination is the key to job effectiveness.
    c. Integrative conflict resolution is preferable to compromise or domination.
    d. The principle of division of work will get the job done more efficiently.
    e. Always follow the chain of command.

    ANS: D   PTS: 1   DIF: Moderate   REF: 57
    TOP: AACSB Analytic   KEY: Creation of Value | Operations Management

91. Refer to ISG. What advice should the shift supervisor at the steel plant in charge of the six college students take from the teachings of Mary Parker Follett?
    a. Deal with the conflict the students may feel when asked to do the extra work.

b. Use group dynamics to make the task easier.
c. Rely on scheduling to eliminate bottlenecks.
d. Soldiering is a disruptive practice.
e. There is no one best way to handle this situation.

ANS: A   PTS: 1   DIF: Moderate   REF: 58-60
TOP: AACSB Analytic | AACSB Communication   KEY: HRM

92. Refer to ISG. Which of the following approaches to management that have influenced how today's
     managers produce goods and services would be most applicable to the shift supervisor's problem?
     a. contingency management
     b. systems management
     c. operations management
     d. administrative management
     e. information management

ANS: C   PTS: 1   DIF: Moderate   REF: 66
TOP: AACSB Analytic   KEY: Operations Management

United Fruit
United Fruit once dominated business and politics in Central America. It was the first truly
multinational modern corporation. As well as harvesting the region's bananas, the company also
wielded formidable influence over small nations, which were often ruled by corrupt dictators.   United
Fruit began in the 1870s as a business sideline of Minor Cooper Keith, who was also building a
railway line in Costa Rica. Both ventures were successful, and by 1890, Keith owned vast banana
plantations, and demand in the United States for bananas outstripped supply.   By the 1920's was
growing bananas for the working classes in the U.S. and in Europe. United Fruit gained a reputation
for ruthlessness when crossed and acted to remove governments that did not comply with its wishes.
By the 1970s, United Fruit was no longer profitable and had lost its power.

93. Refer to United Fruit. A(n) _____ could have been used by United Fruit to determine planting,
     harvesting, loading, and shipping priorities for ensuring that bananas were available to consumers
     when and where they wanted to buy them.
     a. correlation study
     b. Gantt chart
     c. trend analysis
     d. entropic study
     e. bureaucratic analysis

ANS: B
The Gantt chart is a graphical chart that shows which tasks must be completed at which times in order
to complete a project or task.

PTS: 1   DIF: Moderate   REF: 51-52   TOP: AACSB Analytic
KEY: Operations Management

94. Refer to United Fruit. United Fruit might have survived if it had realized that the most effective way to
     run a company varies depending upon the problems faced and the situations in which problems occur.
     That is, United Fruit might have survived if it had used:
     a. scientific management
     b. the human relations approach to management
     c. administrative management
     d. the contingency approach to management
     e. bureaucratic management

ANS: D
The contingency approach is that there are no universal management theories and that the most effective management theory or idea depends on the kinds of problems or situations that managers or organizations are facing at a particular time.

PTS: 1   DIF: Moderate   REF: 71   TOP: AACSB Analytic
KEY: Environmental Influence

95. Refer to United Fruit. According to Max Weber, the goal of the bureaucratic management of United Fruit would have been to:
   a. achieve its corporate goal in the most efficient way possible
   b. create sustainable nonfinancial motivation tools
   c. provide its managers with the tools needed to adapt to different situations
   d. create synergy within its departments
   e. provide its managers with the training they need to assume various managerial roles

   ANS: A   PTS: 1   DIF: Moderate   REF: 55
   TOP: AACSB Analytic   KEY: Creation of Value

96. Refer to United Fruit. _____ would have agreed with the leaders of United Fruit that the success of their company was based much more heavily on their administrative ability rather than on their technical ability.
   a. Henri Fayol
   b. Eli Whitney
   c. Chester Barnard
   d. Frederick Taylor
   e. Elton Mayo

   ANS: A
   Based on Fayol's experiences, he argued that, "the success of an enterprise generally depends much more on the administrative ability of its leaders than on their technical ability."

   PTS: 1   DIF: Moderate   REF: 56   TOP: AACSB Analytic
   KEY: Individual Dynamics

97. Refer to United Fruit. Which management theorist would most likely have described United Fruit's approach to dealing with the conflicts it experienced with Central American governments as one of domination?
   a. Henri Fayol
   b. Lillian Gilbreth
   c. Henry Gantt
   d. Mary Parker Follett
   e. Frederick Taylor

   ANS: D
   Mary Parker Follett stated that, "domination" is the victory of one side over another, is the easiest way of dealing with conflict, the easiest for the moment, but not usually successful in the long run."

   PTS: 1   DIF: Moderate   REF: 59   TOP: AACSB Analytic
   KEY: HRM

98. Refer to United Fruit. It is clear from the description that United Fruit operated a(n):
   a. open system
   b. entropy
   c. controlled system

d. scientifically managed system
e. closed system

ANS: A
Open systems are systems that can sustain themselves only by interacting with their environments, on which they depend for their survival.

PTS: 1   DIF: Moderate   REF: 70   TOP: AACSB Analytic
KEY: Environmental Influence

99. Refer to United Fruit. There are over 300 different varieties of bananas. Initially, United Fruit decided to concentrate its efforts on producing the Big Mike variety of bananas. This plan worked well until it was discovered that when mass produced, this variety of bananas is susceptible to pathogenic diseases. The problems associated with finding a healthy replacement banana variety indicate how elements in its _____ environment influenced United Fruit.
a. overt
b. general
c. centralized
d. controlled
e. specific

ANS: E
The specific environment includes customers, competitors, suppliers, industry regulation, and advocacy groups.

PTS: 1   DIF: Moderate   REF: 70   TOP: AACSB Analytic
KEY: Environmental Influence

100. Refer to United Fruit. Because United Fruit was unable to change how it interacted with its organizational environments, _____ was predictable.
a. synergy
b. malfeasance
c. entropy
d. product deletion
e. roadblocking

ANS: C
Entropy is the inevitable and steady deterioration of a system.

PTS: 1   DIF: Moderate   REF: 70   TOP: AACSB Analytic
KEY: Environmental Influence

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 laborers began to replace high-paid, skilled artisans.   Whereas artisans made entire goods by themselves by hand, this new production system was based on a division of labor. Secondly, 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   DIF: Moderate   REF: 45-46   TOP: AACSB Reflective Thinking

KEY: Operations Management

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   DIF: Moderate   REF: 47   TOP: AACSB Reflective Thinking
KEY: Operations Management

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   DIF: Moderate   REF: 47-48   TOP: AACSB Reflective Thinking
KEY: Operations Management

4. What role did Frank and Lillian Gilbreth play in rehabilitating and employing disabled soldiers as they returned from World War I?

ANS:
The Gilbreths used motion studies to identify what kinds of tasks disabled workers could effectively perform. They argued that the government, employers, and engineers had an important role to play in employing disabled workers. They said that the government's job was to provide vocational training. They said employers should identify jobs that disabled persons could perform. (To help employers do this, the Gilbreths created a large slide show of pictures documenting hundreds of ways disabled people could effectively perform jobs.) Engineers had the responsibility to adapt and design machines so that disabled workers could use them.

PTS: 1   DIF: Difficult   REF: 51   TOP: AACSB Reflective Thinking
KEY: HRM

5. Identify the limitations of bureaucratic management.

ANS:
Bureaucratic managers tend to emphasize punishment for noncompliance much more than rewards for compliance. Managers who use bureaucratic control often put following the rules above all else. Another limitation of bureaucratically controlled organizations is that due to their rule- and policy-driven decision making, they can be highly resistant to change and slow to respond to customers and competitors.

PTS: 1   DIF: Easy   REF: 55   TOP: AACSB Reflective Thinking
KEY: Group Dynamics

6. 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 determines how successful the manager is, not his or her technical skills.

PTS: 1 DIF: Difficult REF: 55-56 TOP: AACSB Analytic
KEY: Individual Dynamics | Leadership Principles

7.   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 individual "rate busters" 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 behavior play a critical role in behavior at work.

PTS: 1 DIF: Difficult REF: 60-63 TOP: AACSB Reflective Thinking
KEY: Group Dynamics

8.   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 actually be carried out by those people.

PTS: 1 DIF: Easy REF: 64 TOP: AACSB Reflective Thinking
KEY: Individual Dynamics

9.   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 DIF: Easy REF: 69-70 TOP: AACSB Reflective Thinking
KEY: Environmental Influence

ESSAY

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

ANS:

Follett believed that managers could deal with conflict in three ways. They were 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   DIF: Moderate   REF: 58-59
TOP: AACSB Reflective Thinking | AACSB Communication   KEY: HRM

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 behaviors of members of both groups to show how important group norms are to work efficiency.

PTS: 1   DIF: Moderate   REF: 60-63   TOP: AACSB Analytic
KEY: Group Dynamics

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

ANS:
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, it 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   DIF: Difficult   REF: 71   TOP: AACSB Analytic
KEY: Environmental Influence

4. How is your ability to be a manager influenced by acceptance of 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 of the practical implications 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   DIF: Moderate   REF: 71-72   TOP: AACSB Analytic
KEY: Strategy