02

Student: _____

1. The practice of management is both an art and a science.
    True   False

2. Proponents of evidence-based management would say there are few really new ideas.
    True   False

3. Evidence-based management means translating principles from promising new theories into organizational practice.
    True   False

4. Peter Drucker was the author of *The Practice of Management* and has been described as the creator and inventor of modern management.
    True   False

5. Part of evidence-based management is understanding the potential danger in conventional wisdom about management.
    True   False

6. The contemporary perspective of management includes three viewpoints: systems, behavioral, and quantitative.
    True   False

7. The quantitative viewpoint on management is part of the historical perspective.
    True   False

8. Because of radical changes to modern business practice, theoretical perspectives of management provide a historical context but unfortunately do not enhance understanding of the present.
    True   False

9. Studying theoretical perspectives of management can be a source of new ideas.
    True   False

10. Shanice recently took a management job in the book publishing industry, which is undergoing dramatic change. She should study theoretical perspectives of management to help her predict some of the probable outcomes of this change and help her decide on potential strategy going forward.
    True   False

11. Telecommunication company Cisco Systems abandoned its "management councils" experiment, which had replaced a traditional hierarchical structure, because the councils slowed decision making.
    True   False

12. The classical viewpoint emphasized ways to manage work more independently.
    True   False

13. Frank and Lillian Gilbreth were chief proponents of administrative management.
    True   False

14. A "therblig," a term coined by Frank Gilbreth, is a unit of motion in the workplace.
    True   False

15. The two branches of the classical viewpoint of management are rational and bureaucratic.
    True   False

16. The central assumption in classical management is that people are self-interested.
    True   False

17. Peter was having a hard time concentrating on work on Friday afternoon. He had friends visiting for the weekend and he kept checking his phone and his Facebook page to solidify his plans. He certainly wasn't working as hard as he could have been, something that scientific management theorist Frederick Taylor would have called "soldiering."
    True   False

18. Motion studies were used to assess and improve efficiency as part of the classical viewpoint.
    True   False

19. As part of the scientific management viewpoint, Taylor suggested paying all employees doing the same job the same wage.
    True   False

20. Under the differential rate system proposed by Frederick Taylor, employees should be paid on the basis of seniority.
    True   False

21. Administrative management is most concerned with the jobs of individuals.
    True   False

22. The first person to identify the major functions of management was Henri Fayol.
    True   False

23. Bureaucracy, as conceptualized by Max Weber, was his ideal way to structure an organization.
    True   False

24. Max Weber felt that impersonality was a positive attribute of an organization that would lead to better performance.
    True   False

25. One of the problems with the classical viewpoint is that its principles are too focused on human needs rather than on organizational ones.
    True   False

26. Fast-food companies including McDonald's have used job specialization, and time and motion studies to increase productivity. This reflects the important contributions of the quantitative viewpoint of management.
    True   False

27. Motivating employees toward achievement is a focus of the classical viewpoint of management.
    True   False

28. Douglas McGregor was one of the pioneers of early behaviorism.
    True   False

29. Hugo Munsterberg suggested that psychologists could contribute to industry by studying jobs and determining which people are best suited to specific jobs.
    True   False

30. Among Mary Parker Follett's most important contributions to management was her belief that conflicts within organization should be resolved to mutual satisfaction through a process called integration.
    True   False

31. The idea that workers become more productive if they think that managers care about their welfare is called the "Hawthorne Effect."
    True   False

32. The Hawthorne studies have been criticized for poor design and a lack of empirical data to support the conclusions, so the findings cannot be applied to modern management.
True   False

33. Abraham Maslow and Douglas McGregor were theorists in the human relations movement.
True   False

34. Abraham Maslow would say that some human needs must be satisfied before others.
True   False

35. Jaclyn is a manager who keeps a tight rein on her staff since she thinks they would not work without supervision. She doubts their commitment to the company and even to their own development. She is a Theory Y manager.
True   False

36. Because the human relations movement was considered too simplistic for practical use, it has been superseded by the behavioral science approach to management.
True   False

37. The management theory that draws from the disciplines of psychology, sociology, anthropology, and economics is the management science approach.
True   False

38. Behavioral science research has shown that competition is superior to cooperation in promoting achievement and productivity.
True   False

39. The behavioral science approach to management has its roots in techniques created for American and British military personnel and equipment in World War II.
True   False

40. The application to management of techniques such as statistics and computer simulations is known as quantitative management.
True   False

41. Oscar is a manager of a downtown hotel and is currently considering the pricing of rooms for the upcoming holiday season. He would be wise to use the mathematical tools of management science to help him with this decision.
True   False

42. Facilities management is concerned with work scheduling, productions planning, and optimal levels of inventory.
True   False

43. Over the years, Toyota has used a variety of operations management-based "lean management" techniques to sell its cars on the basis of superior quality.
True   False

44. A set of interrelated parts that operate together to achieve a common purpose is called a system.
True   False

45. For a jewelry designer, gold and silver rings, earrings, and bracelets are considered system inputs.
True   False

46. Feedback is one of the four parts of a system.
True   False

47. Sales data would be considered feedback in a system.
True   False

48. In a closed system, an organization's outputs are recycled to become inputs.
True False

49. Netflix's business suffered when it failed to use an open system in its decision to introduce a large price increase while simultaneously splitting its DVD mail service from its streaming one.
True False

50. One reason for the success of the Tommy Hilfiger clothing brand in the 1990s was maintaining a closed system with respect to young consumers' feedback by conducting research in music clubs.
True False

51. Continuous learning in an organization is more likely to occur in an open system than in a closed one.
True False

52. The contingency viewpoint began to develop when managers discovered that a variety of different mathematical models can be applied for problem solving and decision making.
True False

53. The manager following the contingency viewpoint would ask, "What management method is the best to use under these particular circumstances?"
True False

54. Gary Hamel, cofounder of the Management Innovation Lab, believes than management innovation can be improved by identifying and sometimes challenging core beliefs that people have about an organization.
True False

55. According to Harvard psychology professor Ellen Langer, one barrier to flexibility is mindlessness.
True False

56. The total ability of a product or service to meet customer needs is known as functionality.
True False

57. Quality control focuses on the performance of workers, urging employees to strive for "zero defects."
True False

58. Deming and Juran were part of the quality-management movement.
True False

59. An important source of information about quality in total quality management is competitors.
True False

60. A learning organization is one that actively creates, acquires, and transfers knowledge within itself and is able to modify itself to reflect new knowledge.
True False

61. An information organization has three parts: creating and acquiring knowledge, transferring knowledge, and modifying behavior.
True False

62. Among the functions of a manager in a learning organization are generating and generalizing ideas with impact.
True False

63. "True is better than new" is one of the truths of
    A. scientific management.
    B. the human relations movement.
    C. operations management.
    D. evidence-based management.
    E. management science.

64. _____ management means translating principles based on best evidence into organizational practice, bringing rationality to the decision-making process.
    A. Total quality
    B. Operations
    C. Administrative
    D. Evidence-based
    E. Scientific

65. Classical, behavioral, and quantitative viewpoints about management are collectively referred to as the _____ perspective.
    A. historical
    B. scientific
    C. operations
    D. contemporary
    E. systems

66. The contemporary perspective includes which of the following viewpoints?
    A. Behavioral
    B. Systems
    C. Quantitative
    D. Classical
    E. Rational

67. A good reason for studying theoretical perspectives of management is that it
    A. provides an understanding of the competitors' strengths.
    B. eliminates the need for in-depth analysis.
    C. correctly guides the writing of a mission statement.
    D. provides clues to the meaning of your managers' decisions.
    E. acts as an encyclopedia of solutions.

68. Scientific and administrative management are part of the _____ viewpoint.
    A. behavioral
    B. contingency
    C. classical
    D. quantitative
    E. quality

69. _____ emphasized the scientific study of work methods to improve productivity of individual workers.
    A. Scientific management
    B. Quantitative science
    C. TQM
    D. Management science
    E. Administrative management

70. Frank and Lillian Gilbreth identified 17 basic units of _____, each of which they called a "therblig."
    A. time
    B. distance
    C. energy
    D. data
    E. motion

71. Fredrick Taylor and the Gilbreths were proponents of which of the following?
    A. Scientific management and administrative management, respectively
    B. Management science and human relations management, respectively
    C. Human relations
    D. Management science
    E. Scientific management

72. Taylor called the tendency for people to deliberately work at less than full capacity
    A. loafing.
    B. underachieving.
    C. underperforming.
    D. therbliging.
    E. soldiering.

73. Which of the following is *not* one of the principles proposed by Fredrick Taylor to eliminate soldiering?

    A. Give workers the training and incentives to do the task properly.
    B. Carefully select workers with the right abilities for the task.
    C. Study each part of the task scientifically.
    D. Reward employees equally and consistently.
    E. Use scientific principles to plan the work methods.

74. Melissa runs a residential-cleaning service and has noticed that some of her staff are much more efficient than others and can clean a house in about half the average time. She would like to reward these workers with a higher wage by implementing what would be known by Taylor as a(n)
    A. sliding scale system.
    B. incentivized wage system.
    C. differential rate system.
    D. productivity wage system.
    E. merit pay system.

75. Which of the following is *not* a part of Frederick Taylors's work in scientific management?
    A. Elimination of soldiering
    B. Motion studies
    C. Differential rate system
    D. Hierarchy of human needs
    E. Raising productivity

76. _____ was concerned with managing the total organization and was pioneered by Fayol and Weber.
    A. Administrative management
    B. Operations management
    C. Management science
    D. Scientific management
    E. Contemporary management

77. Of the following, which is one of the functions of management described by Fayol?
    A. Accommodating
    B. Coordinating
    C. Arbitrating
    D. Collaborating
    E. Tasking

78. Which of the following was a positive feature of bureaucracy, according to Max Weber?
    A. Generalists in the workplace.
    B. A flat organization with little hierarchy of authority.
    C. Hiring and promotion based on social status.
    D. Clear division of labor.
    E. Flexible rules and procedures.

79. The most significant flaw in the classical viewpoint is that it
    A. overemphasizes mathematical techniques.
    B. is impractical in the workplace.
    C. does not address productivity.
    D. discounts the importance of human needs.
    E. does not account for irrational behavior.

80. The essence of the classical viewpoint is that
    A. resources are limited.
    B. a rational approach can be used to boost productivity.
    C. people are self-interested.
    D. people will take on responsibility if it is offered to them.
    E. workers behave how you expect them to.

81. McDonald's ability to deliver food quickly and inexpensively has its roots in which management theory?

    A. Management science viewpoint
    B. Behavioral viewpoint
    C. Mathematical viewpoint
    D. Systems viewpoint
    E. Classical viewpoint

82. Which of the following viewpoints emphasized the importance of understanding human actions and of motivating employees toward achievement?
    A. Qualitative viewpoint
    B. Behavioral viewpoint
    C. Classical viewpoint
    D. Contingency viewpoint
    E. Management science viewpoint

83. Which of the following is one of the phases in the development of the behavioral viewpoint?
    A. Human resource management
    B. Operations management
    C. Operations research
    D. Human relations movement
    E. Administrative management

84. Who was known as "the father of industrial psychology"?
    A. Hugo Munsterberg
    B. Mary Parker Follett
    C. Max Weber
    D. Elton Mayo
    E. Frederick Taylor

85. Camille runs a consulting business that assists in the hiring process, using a team of psychologists to help companies to better understand their specific jobs and the type of employees that are best suited to fill them. Her business relies on the work of which behavioral theory pioneer?
    A. Hugo Munsterberg
    B. Douglas McGregor
    C. Mary Parker Follett
    D. Frederick Taylor
    E. Elton Mayo

86. Among the recommendations of Mary Parker Follett was that
    A. motion studies should be made of every job.
    B. managers should design and control the work process.
    C. integration should occur in organizations when conflicts arise.
    D. a competitive environment is most conducive to productivity.
    E. everyone should understand their roles: managers as order-givers, and employees as order-takers.

87. The idea that the work process should be under the control of workers with the relevant knowledge, rather than that of managers, who should act as facilitators, was developed by
A. Lillian Gilbreth.
B. Mary Parker Follet.
C. Max Weber.
D. Hugo Munsterberg.
E. Elton Mayo.

88. Which research, though flawed, drew attention to the idea that managers using good human relations could improve worker productivity?
A. Maslow's hierarchy of human needs
B. Operations research
C. Theory Y
D. Fayol's administrative management
E. The Hawthorne studies

89. Who proposed the hierarchy of human needs as a theory of motivation?
A. McGregor
B. Weber
C. Munsterberg
D. Maslow
E. Mayo

90. An optimistic view of workers that envisions them as capable of accepting responsibility and working in a self-directed manner is representative of
A. hierarchy of accountability.
B. hierarchy of needs.
C. Theory X.
D. Theory Y.
E. self-fulfilling prophecy.

91. Amanda was a tough manager and made it a regular practice to check up on her staff, looking for cheating on timesheets and people coming back late from lunch. Her employees were often dissatisfied with Amanda since she was a(n) _____ manager.
A. operations
B. Theory X
C. soldiering
D. Hawthorne
E. administrative

92. Behavioral science relies on _____ for developing theories about human behavior that can help managers.
A. rules of thumb
B. scientific research
C. intuition
D. simulations
E. trial and error

93. Which of the following is a discipline that is part of behavioral science?
A. Sociology
B. Physics
C. Computer science
D. Biology
E. Law

94. Behavioral science research suggests that _____ doesn't necessarily promote excellence, and actually can make people hostile.
A. the Hawthorne effect
B. competition
C. soldiering
D. industrial espionage
E. integration

95. Applying techniques like statistics and computer simulations to management are characteristic of the _____ viewpoint.
A. classical
B. behavioral
C. managerial
D. quantitative
E. contingency

96. _____ focuses on using mathematics to aid in problem solving and decision making.
A. Management science
B. Behavioral science
C. TQM
D. Scientific management
E. Administrative management

97. The tools of _____ are useful for UPS and FedEx in deciding how many employees and aircraft should be scheduled during the month of December.
A. scientific management
B. soldiering
C. management science
D. the Hawthorne studies
E. efficiency management

98. Matt has developed a mathematical model for the film distribution company that employs him. The model will help in determining release dates and the desirable number of screens for new movies. This model is an application of
A. scientific management.
B. behavioral science.
C. management science.
D. contingency management.
E. administrative management.

99. _____ focuses on managing the production and delivery of an organization's products or services more effectively.
A. Operations management
B. Systems management
C. Scientific management
D. A learning organization
E. Administrative management

100. Alyssa works for a large amusement park and is in charge of scheduling the sizable staff, including ride attendants, food service and janitorial employees, and character actors, in an effective manner. This work is typical of
A. operations research.
B. contingency planning.
C. quality management.
D. operations management.
E. qualitative analysis.

101.Systems, contingency, and quality-management viewpoints are part of the _____ perspective.
   A. behavioral
   B. scientific
   C. historical
   D. quantitative
   E. contemporary

102.The _____ viewpoint sees organizations as entities made up of interrelated parts known as inputs, outputs, transformation processes, and feedback.
   A. classical
   B. closed loop
   C. contingency
   D. quality-management
   E. systems

103.Even though the Russian government is inefficient in the way it collects taxes, it is still an example of a(n)
   A. transformational process.
   B. environment.
   C. system.
   D. output.
   E. therblig.

104.Curran Investments has had a very profitable year in its business of providing financial advice. The profit would be considered a(n) _____ of the system.
   A. by-product
   B. input
   C. transformational process
   D. output
   E. feedback loop

105.Marcus works on an assembly line for a U.S. automobile manufacturer. He would be considered a(n) _____ of this system.
   A. participant
   B. feedback mechanism
   C. input
   D. transformation process
   E. output

106.David is an architect, and the steps he takes in designing and drawing commercial buildings would be considered which part of his organization's system?
   A. an input
   B. feedback
   C. an output
   D. an affirmation
   E. a transformation process

107.Customers lined up for hours to be among the first to purchase the new iPad. The excitement for the product would be considered _____ in the system.
   A. an input
   B. feedback
   C. an output
   D. affirmation
   E. a transformation process

108. A(n) _____ system continually interacts with its environment.
    A. networked
    B. integrated
    C. active
    D. open
    E. porous

109. Both the classical management view and the management science perspective consider an organization to be a(n) _____; as a simplification for analysis this may work, but in reality it would open up the organization to spectacular failure.
    A. closed system
    B. neutral system
    C. porous system
    D. subsystem
    E. isolated system

110. Many technology companies are hesitant to involve customers in the development of their products, since they are trying to protect their latest products and ideas from competitors' attempts to replicate them. This typically results in a fairly _____ system.
    A. responsive
    B. closed
    C. distinctive
    D. stable
    E. intelligent

111. The study of how order and pattern arise from very complicated, apparently chaotic systems is known as
    A. total quality management.
    B. complexity theory.
    C. quality assurance.
    D. systems analysis.
    E. transformation process.

112. The _____ viewpoint emphasizes that a manager's actions should vary according to the situation.
    A. contingency
    B. quality-management
    C. flexible-management
    D. systems
    E. scenario

113. Over her years as a manager, Rose has had a very diverse group of employees; some were very interested in the financial rewards the company offered while others really would prefer extra time off or even to be recognized at the monthly department meetings. Rose should consider the _____ viewpoint of management in this case.
    A. behavioral
    B. systems
    C. contingency
    D. variance management
    E. classical

114. Which of the following approaches is characteristic of a manager using the contingency viewpoint?
    A. Purchasing new technology to improve efficiency.
    B. Simplifying the steps of the work process.
    C. Using motivational techniques to boost worker productivity.
    D. Assessing the characteristics of particular situation before deciding what to do.
    E. Performing a motion study.

115.Gary Hamel believes that identifying and challenging debilitating core beliefs that people have about an organization can be helpful in improving management
A. rewards.
B. innovation.
C. restructuring.
D. planning.
E. motivation.

116."Mindfulness" is characterized by which of the following attributes?
A. Acting from a single perspective.
B. Automatic behavior.
C. Belief in one right way.
D. Active engagement.
E. Protecting traditional ideas.

117.The strategy for minimizing errors by managing each stage of production is called
A. TQM.
B. six sigma.
C. quality assurance.
D. zero defects.
E. quality control.

118.Statistical sampling to locate errors by testing just some of the items in a particular production run is a _____ technique.
A. quality control
B. continuous improvement
C. reengineering
D. quality assurance
E. total quality management

119.The fact that employees often have no control over work process design limits their ability to achieve zero defects, or
A. quality control.
B. continuous improvement.
C. reengineering.
D. quality assurance.
E. total quality management.

120.According to Deming, quality stemmed from a steady focus on the organization's mission and
A. a reduction in production variation.
B. Theory Y management.
C. operations research.
D. the Hawthorne effect.
E. complexity theory.

121.Deming proposed that when something goes wrong, chances are _____ that the system is at fault, and _____ that the individual worker is at fault.
A. 15%; 85%
B. 35%; 65%
C. 50%; 50%
D. 65%; 35%
E. 85%; 15%

122. Joseph Juran defined quality as _____, which meant that a product or service should satisfy a customer's real needs.
    A. value orientation
    B. fitness for use
    C. need fulfillment
    D. functional capacity
    E. feature superiority

123. The comprehensive approach dedicated to continuous quality improvement, training, and customer satisfaction is known as
    A. quality rating.
    B. quality assurance.
    C. reengineering.
    D. quality control.
    E. total quality management.

124. Which of the following is *not* a component of TQM?
    A. Use accurate standards to identify and eliminate problems.
    B. Urge employees to strive for "zero defects."
    C. Make continuous improvement a priority.
    D. Get every employee involved.
    E. Listen to and learn from customers and employees.

125. The term *learning organization* was coined by
    A. Shewart.
    B. Deming.
    C. Juran.
    D. Senge.
    E. Mayo.

126. Organizations that actively create, acquire, and transfer knowledge within themselves and are able to modify their behavior to reflect this new knowledge are called _____ organizations.
    A. Hawthorne
    B. information
    C. Theory Y
    D. TQM
    E. learning

127. Managers at Montaigne Prefecture Glass needed to take some important steps to get out ahead of the growing competition. Recently, new talent had been hired, the training and development budget had been doubled, and cross-functional teams were added to improve information flow. It appears that Montaigne is attempting to become a _____ organization.
    A. closed system
    B. Theory Y
    C. contingency
    D. learning
    E. virtual

128. Travis, an accounting manager at a hospital equipment company, has just attended software training where he learned new processes that could benefit his staff. On the plane home he began planning how he would train everyone in order to help the department reach its goals. Travis's approach is most characteristic of what type of organization?
    A. A bureaucratic organization.
    B. An operations research organization.
    C. A systems organization.
    D. A management science organization.
    E. A learning organization.

129. Scott works for an organization that describes itself as a "learning organization." As a manager, which of the following actions is Scott most likely to take while working for this organization?
   A. Scott encourages his employees to work alone and attempt to fix problems themselves for maximum efficiency.
   B. Scott likes to promote from within because those folks know how "it has always been done."
   C. Scott avoids the high costs of training and development since his employees are already familiar with standard procedures.
   D. Scott puts all of his time into running his part of the organization, and feels that reading trade journals is a big time waster.
   E. When Scott needs another employee, he deliberately looks for someone who will bring something new to the organization.

130. To create a learning organization, managers must perform three key functions or roles: build a commitment to learning, work to generate ideas with impact, and
   A. minimize stress with positive talk.
   B. be fair to employees.
   C. stir conflict before implementing new ideas.
   D. work to generalize ideas with impact.
   E. work to create chaos to generate new ideas.

131. Which of the following is most likely to help build a learning organization?
   A. Direct staff to avoid failure at all costs.
   B. Create chaos to support new-idea generation.
   C. Restrict training to save expenses and improve the balance sheet.
   D. Encourage heated debates on every proposed idea.
   E. Create a psychologically safe environment.

132. How is management both an art and a science?

133. Why should one study different theoretical perspectives about management? Give at least three reasons.

134. Describe the fundamental ideas underlying the classical viewpoint to management, and give at least one example of a modern practice that has its roots in this view. Compare and contrast its two approaches.

135. Explain the ideas emphasized by the behavioral viewpoint. List the three phases of development of the behavioral viewpoint and discuss at least one major contribution and its pioneer from each of the first two phases.

136. Explain the emphasis of the quantitative viewpoint. Describe the two major approaches to this viewpoint.

137. Describe the systems viewpoint and provide examples of each of the four associated parts using a real or fictitious company.

138. Why is the contingency viewpoint important?

139. Describe total quality management, and list at least three of the four components of it that are used by organizations to implement it.

140. What is a learning organization? What competitive advantage do learning organizations hold?

02 Key

1. The practice of management is both an art and a science.
    TRUE

    Certainly management can be an art. Great managers, like great painters or actors, have the right mix of intuition, judgment, and experience. But management is also a science. That is, rather than being performed in a seat-of-the-pants, make-it-up-as-you-go-along kind of way which can lead to big mistakes, management can be approached deliberately, rationally, systematically.

2. Proponents of evidence-based management would say there are few really new ideas.
    TRUE

    Evidence-based management is based on three truths, one of which is that there are few really new ideas. Most supposedly new ideas are old, wrong, or both.

3. Evidence-based management means translating principles from promising new theories into organizational practice.
    FALSE

    Evidence-based management means translating principles based on best evidence into organizational practice, bringing rationality to the decision-making process.

4. Peter Drucker was the author of *The Practice of Management* and has been described as the creator and inventor of modern management.
    TRUE

    Peter Drucker "was the creator and inventor of modern management," says management guru Tom Peters. In 1954, Drucker published his famous text, *The Practice of Management.*

5.	Part of evidence-based management is understanding the potential danger in conventional wisdom about management.
	TRUE

	As Stanford business scholars Jeffrey Pfeffer and Robert Sutton put it, evidence-based management is based on the belief that "facing the hard facts about what works and what doesn't, understanding the dangerous half-truths that constitute so much conventional wisdom about management, and rejecting the total nonsense that too often passes for sound advice will help organizations perform better."

6.	The contemporary perspective of management includes three viewpoints: systems, behavioral, and quantitative.
	FALSE

	The contemporary perspective of management includes three viewpoints: systems, contingency, and quality-management.

7.	The quantitative viewpoint on management is part of the historical perspective.
	TRUE

	The historical perspective of management includes three viewpoints: classical, behavioral, and quantitative.

8.	Because of radical changes to modern business practice, theoretical perspectives of management provide a historical context but unfortunately do not enhance understanding of the present.
	FALSE

	Studying theoretical perspectives of management can, among other things, help us to understand the present. "Sound theories help us interpret the present, to understand what is happening and why," say Christensen and Raynor. Understanding history will help you understand why some practices are still favored, whether for right or wrong reasons.

9. Studying theoretical perspectives of management can be a source of new ideas.
    <u>TRUE</u>

    Studying theoretical perspectives of management can, among other things, provide new ideas that may be useful to you when you come up against new situations.

10. Shanice recently took a management job in the book publishing industry, which is undergoing dramatic change. She should study theoretical perspectives of management to help her predict some of the probable outcomes of this change and help her decide on potential strategy going forward.
    <u>TRUE</u>

    Studying theoretical perspectives of management provides good theories that can help you make predictions and enable you to develop a set of principles that will guide your actions.

11. Telecommunication company Cisco Systems abandoned its "management councils" experiment, which had replaced a traditional hierarchical structure, because the councils slowed decision making.
    <u>TRUE</u>

    In 2011, Cisco abandoned the council-based structure. "By requiring employees to petition groups of people for department budgets, the councils slowed decision making," says one report. "It left managers without full control of units."

12. The classical viewpoint emphasized ways to manage work more independently.
    <u>FALSE</u>

    The classical viewpoint emphasized finding ways to manage work more efficiently.

13. Frank and Lillian Gilbreth were chief proponents of administrative management.
FALSE

Two chief proponents of scientific management were Frederick W. Taylor and the team of Frank and Lillian Gilbreth.

14. A "therblig," a term coined by Frank Gilbreth, is a unit of motion in the workplace.
TRUE

A made-up word you won't find in most dictionaries, *therblig* was coined by Frank Gilbreth which refers to 1 of 17 basic motions. By identifying the therbligs in a job, Frank and his wife, Lillian, were able to eliminate motions while simultaneously reducing fatigue.

15. The two branches of the classical viewpoint of management are rational and bureaucratic.
FALSE

The classical viewpoint, which emphasized finding ways to manage work more efficiently, had two branches, scientific and administrative, and assumes that people are rational.

16. The central assumption in classical management is that people are self-interested.
FALSE

In general, classical management assumes that people are rational.

17. Peter was having a hard time concentrating on work on Friday afternoon. He had friends visiting for the weekend and he kept checking his phone and his Facebook page to solidify his plans. He certainly wasn't working as hard as he could have been, something that scientific management theorist Frederick Taylor would have called "soldiering."
TRUE

Frederick Taylor called deliberately working at less than full capacity soldiering.

18. Motion studies were used to assess and improve efficiency as part of the classical viewpoint.
    TRUE

    Frederick Taylor based his scientific management system (part of the classical viewpoint) on motion studies, in which he broke down each worker's job into basic physical motions and then trained workers to use the methods of their best-performing coworkers.

19. As part of the scientific management viewpoint, Taylor suggested paying all employees doing the same job the same wage.
    FALSE

    Taylor suggested employers institute a differential rate system, in which more efficient workers earned higher wages.

20. Under the differential rate system proposed by Frederick Taylor, employees should be paid on the basis of seniority.
    FALSE

    Taylor suggested employers institute a differential rate system, in which more efficient workers earned higher wages.

21. Administrative management is most concerned with the jobs of individuals.
    FALSE

    Scientific management is concerned with the jobs of individuals. Administrative management is concerned with managing the total organization.

22. The first person to identify the major functions of management was Henri Fayol.
    <u>TRUE</u>

    Fayol was the first to identify the major functions of management of planning, organizing, leading, and controlling, as well as coordinating, the first four of which provide the framework for most management books.

23. Bureaucracy, as conceptualized by Max Weber, was his ideal way to structure an organization.
    <u>TRUE</u>

    To German sociologist Max Weber, a bureaucracy was a rational, efficient, ideal organization based on principles of logic.

24. Max Weber felt that impersonality was a positive attribute of an organization that would lead to better performance.
    <u>TRUE</u>

    To German sociologist Max Weber, a better-performing organization should have five positive bureaucratic features, including impersonality, without reference or connection to a particular person.

25. One of the problems with the classical viewpoint is that its principles are too focused on human needs rather than on organizational ones.
    <u>FALSE</u>

    A flaw in the classical viewpoint is that it is mechanistic; it tends to view humans as cogs within a machine, not taking into account the importance of human needs.

26. Fast-food companies including McDonald's have used job specialization, and time and motion studies to increase productivity. This reflects the important contributions of the quantitative viewpoint of management.
<u>FALSE</u>

The essence of the classical viewpoint was that work activity was amenable to a rational approach, that through the application of scientific methods, time and motion studies, and job specialization it was possible to boost productivity. Indeed, these concepts are still in use today, the results visible to you every time you visit McDonald's or Pizza Hut.

AACSB: Analytic
Blooms: Apply
Kinicki - Chapter 02 #26
Learning Objective: 02-02 If the name of the game is to manage work more efficiently; what can the classical viewpoint teach me?
Level of Difficulty: 3 Hard
Topic: Classical Viewpoint: Scientific and Administrative

27. Motivating employees toward achievement is a focus of the classical viewpoint of management.
<u>FALSE</u>

The behavioral viewpoint emphasized the importance of understanding human behavior and of motivating employees toward achievement.

AACSB: Analytic
Blooms: Remember
Kinicki - Chapter 02 #27
Learning Objective: 02-03 To understand how people are motivated to achieve; what can I learn from the behavioral viewpoint?
Level of Difficulty: 1 Easy
Topic: Behavioral Viewpoint: Behaviorism, Human Relations, and Behavioral Science

28. Douglas McGregor was one of the pioneers of early behaviorism.
<u>FALSE</u>

Early behaviorism was pioneered by Hugo Munsterberg, Mary Parker Follett, and Elton Mayo. Douglas McGregor was a pioneer of the human relations movement.

AACSB: Analytic
Blooms: Remember
Kinicki - Chapter 02 #28
Learning Objective: 02-03 To understand how people are motivated to achieve; what can I learn from the behavioral viewpoint?
Level of Difficulty: 1 Easy
Topic: Behavioral Viewpoint: Behaviorism, Human Relations, and Behavioral Science

29. Hugo Munsterberg suggested that psychologists could contribute to industry by studying jobs and determining which people are best suited to specific jobs.
<u>TRUE</u>

Munsterberg suggested that psychologists could contribute to industry in three ways. One was to study jobs and determine which people are best suited to specific jobs.

AACSB: Analytic
Blooms: Understand
Kinicki - Chapter 02 #29
Learning Objective: 02-03 To understand how people are motivated to achieve; what can I learn from the behavioral viewpoint?
Level of Difficulty: 2 Medium
Topic: Behavioral Viewpoint: Behaviorism, Human Relations, and Behavioral Science

30. Among Mary Parker Follett's most important contributions to management was her belief that conflicts within organization should be resolved to mutual satisfaction through a process called integration.
TRUE

Follett believed that conflicts should be resolved by having managers and workers talk over differences and find solutions that would satisfy both parties, a process she called integration.

31. The idea that workers become more productive if they think that managers care about their welfare is called the "Hawthorne Effect."
TRUE

The Hawthorne effect theorized that employees worked harder if they received added attention, if they thought that managers cared about their welfare and that supervisors paid special attention to them.

32. The Hawthorne studies have been criticized for poor design and a lack of empirical data to support the conclusions, so the findings cannot be applied to modern management.
FALSE

Ultimately, the Hawthorne studies were faulted for being poorly designed and not having enough empirical data to support the conclusions. Nevertheless, they succeeded in drawing attention to the importance of "social man" (social beings) and how managers using good human relations could improve worker productivity. This in turn led to the so-called human relations movement in the 1950s and 1960s.

33. Abraham Maslow and Douglas McGregor were theorists in the human relations movement.
TRUE

The two theorists who contributed most to the human relations movement, which proposed that better human relations could increase worker productivity, were Abraham Maslow and Douglas McGregor.

34.   Abraham Maslow would say that some human needs must be satisfied before others.
TRUE

Food, security, love, recognition, and self-fulfillment are all needs that motivate you to perform, although Abraham Maslow would say some needs must be satisfied before others.

35.   Jaclyn is a manager who keeps a tight rein on her staff since she thinks they would not work without supervision. She doubts their commitment to the company and even to their own development. She is a Theory Y manager.
FALSE

Theory X represents a pessimistic, negative view of workers. In this view, workers are considered to be irresponsible, to be resistant to change, to lack ambition, to hate work, and to want to be led rather than to lead. Theory Y represents the outlook of human relations proponents, an optimistic, positive view of workers.

36.   Because the human relations movement was considered too simplistic for practical use, it has been superseded by the behavioral science approach to management.
TRUE

The human relations movement was a necessary correction to the sterile approach used within scientific management, but its optimism came to be considered too simplistic for practical use. More recently, the human relations view has been superseded by the behavioral science approach to management.

37.   The management theory that draws from the disciplines of psychology, sociology, anthropology, and economics is the management science approach.
FALSE

Behavioral science relies on scientific research for developing theories about human behavior that can be used to provide practical tools for managers. The disciplines of behavioral science include psychology, sociology, anthropology, and economics.

38. Behavioral science research has shown that competition is superior to cooperation in promoting achievement and productivity.
FALSE

Behavioral science research found that cooperation is superior to competition in promoting achievement and productivity.

39. The behavioral science approach to management has its roots in techniques created for American and British military personnel and equipment in World War II.
FALSE

When the Americans entered the war in 1941, they used a successful statistical British model to form operations research (OR) teams to determine how to deploy troops, submarines, and other military personnel and equipment most effectively. OR techniques have since evolved into quantitative management.

40. The application to management of techniques such as statistics and computer simulations is known as quantitative management.
TRUE

Quantitative management emphasizes the application to management of quantitative techniques, such as statistics and computer simulations.

41. Oscar is a manager of a downtown hotel and is currently considering the pricing of rooms for the upcoming holiday season. He would be wise to use the mathematical tools of management science to help him with this decision.
TRUE

Management science stresses the use of rational, science-based techniques and mathematical models to improve decision making and strategic planning such as what price to charge for a hotel room at a given time.

42. Facilities management is concerned with work scheduling, productions planning, and optimal levels of inventory.
FALSE

Operations management is concerned with work scheduling, production planning, facilities location and design, and decisions about the optimum levels of inventory a company should maintain.

43. Over the years, Toyota has used a variety of operations management-based "lean management" techniques to sell its cars on the basis of superior quality.
TRUE

Over the years, Toyota Motor Corp. developed a variety of production techniques that drew in part on operations management. These efficient techniques, all of which come under the term "lean management," enabled Toyota to sell its cars on the basis of their superior quality.

44. A set of interrelated parts that operate together to achieve a common purpose is called a system.
TRUE

A system is a set of interrelated parts that operate together to achieve a common purpose.

45. For a jewelry designer, gold and silver rings, earrings, and bracelets are considered system inputs.
FALSE

For a jewelry designer, gold and silver rings, earrings, and bracelets are considered system outputs, which are the products produced by the organization.

46. Feedback is one of the four parts of a system.
TRUE

The four parts of a system are inputs, outputs, transformational processes, and feedback (see Figure 2.3).

47. Sales data would be considered feedback in a system.
   TRUE

   Feedback is information about the reaction of the environment to the outputs that affects the inputs. Are the customers buying or not buying the product? That information is feedback.

48. In a closed system, an organization's outputs are recycled to become inputs.
   FALSE

   A closed system has little interaction with its environment; that is, it receives very little feedback from the outside.

49. Netflix's business suffered when it failed to use an open system in its decision to introduce a large price increase while simultaneously splitting its DVD mail service from its streaming one.
   TRUE

   Netflix used a closed system when, in July 2011, with no consumer feedback, it announced price increases of as much as 60%, a move intended to force subscribers to drop the DVDs by mail in favor of an $8-per-month streaming plan.

50. One reason for the success of the Tommy Hilfiger clothing brand in the 1990s was maintaining a closed system with respect to young consumers' feedback by conducting research in music clubs.
   FALSE

   "When Hilfiger's distinctive logo-laden shirts and jackets started showing up on urban rappers in the early '90s," says one account, "the company started sending researchers into music clubs to see how this influential group wore the styles." By having constant feedback, an open system, with young consumers, Hilfiger was rewarded: In the late '90s, its jeans became the No. 1 brand in this age group.

51. Continuous learning in an organization is more likely to occur in an open system than in a closed one.
TRUE

The concept of open systems, which stresses feedback from multiple environmental factors, both inside and outside the organization, attempts to ensure a continuous learning process in order to correct old mistakes and avoid new ones.

52. The contingency viewpoint began to develop when managers discovered that a variety of different mathematical models can be applied for problem solving and decision making.
FALSE

The contingency viewpoint began to develop when managers discovered that under some circumstances better results could be achieved by breaking the one-best-way rule. The contingency viewpoint emphasizes that a manager's approach should vary according to, or be contingent on, the individual and the environmental situation.

53. The manager following the contingency viewpoint would ask, "What management method is the best to use under these particular circumstances?"
TRUE

The manager following the contingency viewpoint would ask, "What method is the best to use under these particular circumstances?"

54. Gary Hamel, cofounder of the Management Innovation Lab, believes than management innovation can be improved by identifying and sometimes challenging core beliefs that people have about an organization.
TRUE

To get the ball rolling in management innovation, particularly in a traditional, conventional company, Hamel believes that the answer can be found by identifying core beliefs that people have about the organization, especially those that detract from the pursuit of management innovation.

55. According to Harvard psychology professor Ellen Langer, one barrier to flexibility is mindlessness.
TRUE

One barrier to being flexible is mindlessness. Instead we need to adopt the frame of mind that Harvard psychology professor Ellen Langer has called mindfulness, a form of active engagement.

56. The total ability of a product or service to meet customer needs is known as functionality.
FALSE

Quality refers to the total ability of a product or service to meet customer needs.

57. Quality control focuses on the performance of workers, urging employees to strive for "zero defects."
FALSE

Quality control is a strategy for minimizing errors by managing each state of production. Quality assurance focuses on the performance of workers, urging employees to strive for "zero defects."

58. Deming and Juran were part of the quality-management movement.
TRUE

In the years after World War II, the imprint "Made in Japan" on a product almost guaranteed that it was cheap and flimsy. That began to change with the arrival in Japan of two Americans, W. Edwards Deming and Joseph M. Juran, pioneers of the quality management movement.

59. An important source of information about quality in total quality management is competitors.
FALSE

One component of TQM is to listen to and learn from customers and employees. TQM companies pay attention to their customers, the people who use their products or services. In addition, employees within the companies listen and learn from other employees, those outside their own work areas.

60. A learning organization is one that actively creates, acquires, and transfers knowledge within itself and is able to modify itself to reflect new knowledge.
TRUE

A learning organization is an organization that actively creates, acquires, and transfers knowledge within itself and is able to modify its behavior to reflect new knowledge.

61. An information organization has three parts: creating and acquiring knowledge, transferring knowledge, and modifying behavior.
FALSE

A learning organization has three parts: creating and acquiring knowledge, transferring knowledge, and modifying behavior.

62. Among the functions of a manager in a learning organization are generating and generalizing ideas with impact.
TRUE

As a manager, you need to try to generate ideas with impact, those that add value for customers, employees, and shareholders, by increasing employee competence through training, experimenting with new ideas, and engaging in other leadership activities. Besides generating ideas with impact, you can also generalize them, or reduce the barriers to learning among employees and within your organization.

63.	"True is better than new" is one of the truths of
A. scientific management.
B. the human relations movement.
C. operations management.
D. evidence-based management.
E. management science.

Evidence-based management is based on three truths: there are few really new ideas, true is better than new, and doing well usually dominates.

64.	_____ management means translating principles based on best evidence into organizational practice, bringing rationality to the decision-making process.
A. Total quality
B. Operations
C. Administrative
D. Evidence-based
E. Scientific

Evidence-based management means translating principles based on best evidence into organizational practice, bringing rationality to the decision-making process.

65.	Classical, behavioral, and quantitative viewpoints about management are collectively referred to as the _____ perspective.
A. historical
B. scientific
C. operations
D. contemporary
E. systems

The historical perspective includes three viewpoints: classical, behavioral, and quantitative.

66. The contemporary perspective includes which of the following viewpoints?
A. Behavioral
B. Systems
C. Quantitative
D. Classical
E. Rational

The contemporary perspective also includes three viewpoints: systems, contingency, and quality-management.

67. A good reason for studying theoretical perspectives of management is that it
A. provides an understanding of the competitors' strengths.
B. eliminates the need for in-depth analysis.
C. correctly guides the writing of a mission statement.
D. provides clues to the meaning of your managers' decisions.
E. acts as an encyclopedia of solutions.

Studying management theory provides understanding of the present, a guide to action, a source of new ideas, clues to the meaning of your managers' decisions, and clues to the meaning of outside events.

68. Scientific and administrative management are part of the _____ viewpoint.
A. behavioral
B. contingency
C. classical
D. quantitative
E. quality

The classical viewpoint, which emphasized finding ways to manage work more efficiently, had two branches: scientific and administrative.

69.   _____ emphasized the scientific study of work methods to improve productivity of individual workers.
    A. Scientific management
    B. Quantitative science
    C. TQM
    D. Management science
    E. Administrative management

Scientific management emphasized the scientific study of work methods to improve the productivity of individual workers.

AACSB: Analytic
Blooms: Remember
Kinicki - Chapter 02 #69
Learning Objective: 02-02 If the name of the game is to manage work more efficiently; what can the classical viewpoint teach me?
Level of Difficulty: 1 Easy
Topic: Classical Viewpoint: Scientific and Administrative

70.   Frank and Lillian Gilbreth identified 17 basic units of _____, each of which they called a "therblig."
    A. time
    B. distance
    C. energy
    D. data
    E. motion

A made-up word you won't find in most dictionaries, *therblig* was coined by Frank Gilbreth and is, in fact, "Gilbreth" spelled backward, with the "t" and the "h" reversed. It refers to 1 of 17 basic motions. By identifying the therbligs in a job, Frank and his wife, Lillian, were able to eliminate motions while simultaneously reducing fatigue.

AACSB: Analytic
Blooms: Remember
Kinicki - Chapter 02 #70
Learning Objective: 02-02 If the name of the game is to manage work more efficiently; what can the classical viewpoint teach me?
Level of Difficulty: 1 Easy
Topic: Classical Viewpoint: Scientific and Administrative

71.   Fredrick Taylor and the Gilbreths were proponents of which of the following?
    A. Scientific management and administrative management, respectively
    B. Management science and human relations management, respectively
    C. Human relations
    D. Management science
    E. Scientific management

Scientific management emphasized the scientific study of work methods to improve the productivity of individual workers. Two of its chief proponents were Frederick W. Taylor and the team of Frank and Lillian Gilbreth.

AACSB: Analytic
Blooms: Remember
Kinicki - Chapter 02 #71
Learning Objective: 02-02 If the name of the game is to manage work more efficiently; what can the classical viewpoint teach me?
Level of Difficulty: 1 Easy
Topic: Classical Viewpoint: Scientific and Administrative

72. Taylor called the tendency for people to deliberately work at less than full capacity
    A. loafing.
    B. underachieving.
    C. underperforming.
    D. therbliging.
    E. soldiering.

    No doubt there are some days when you haven't studied, or worked, as efficiently as you could. This could be called "underachieving," or "loafing," or what Taylor called it, soldiering, which is deliberately working at less than full capacity.

73. Which of the following is *not* one of the principles proposed by Fredrick Taylor to eliminate soldiering?
    A. Give workers the training and incentives to do the task properly.
    B. Carefully select workers with the right abilities for the task.
    C. Study each part of the task scientifically.
    D. Reward employees equally and consistently.
    E. Use scientific principles to plan the work methods.

    Taylor believed that managers could eliminate soldiering by applying four principles of science: 1. Evaluate a task by scientifically studying each part of the task (not use old rule-of-thumb methods). 2. Carefully select workers with the right abilities for the task. 3. Give workers the training and incentives to do the task with the proper work methods. 4. Use scientific principles to plan the work methods and ease the way for workers to do their jobs.

74. Melissa runs a residential-cleaning service and has noticed that some of her staff are much more efficient than others and can clean a house in about half the average time. She would like to reward these workers with a higher wage by implementing what would be known by Taylor as a(n)
    A. sliding scale system.
    B. incentivized wage system.
    C. differential rate system.
    D. productivity wage system.
    E. merit pay system.

    Taylor, the father of scientific management, suggested employers institute a differential rate system, in which more efficient workers earned higher wages.

75. Which of the following is *not* a part of Frederick Taylors's work in scientific management?
A. Elimination of soldiering
B. Motion studies
C. Differential rate system
D. Hierarchy of human needs
E. Raising productivity

Taylor did motion studies, proposed a differential rate system, and believed he could raise productivity through eliminating soldiering. Maslow is credited with the hierarchy of human needs.

76. _____ was concerned with managing the total organization and was pioneered by Fayol and Weber.
A. Administrative management
B. Operations management
C. Management science
D. Scientific management
E. Contemporary management

Administrative management is concerned with managing the total organization. Among the pioneering theorists were Henri Fayol and Max Weber.

77. Of the following, which is one of the functions of management described by Fayol?
A. Accommodating
B. Coordinating
C. Arbitrating
D. Collaborating
E. Tasking

Fayol was the first to identify the major functions of management of planning, organizing, leading, and controlling, as well as coordinating.

78.	Which of the following was a positive feature of bureaucracy, according to Max Weber?
	A. Generalists in the workplace.
	B. A flat organization with little hierarchy of authority.
	C. Hiring and promotion based on social status.
	D. Clear division of labor.
	E. Flexible rules and procedures.

	Weber felt that a better-performing organization should have five positive bureaucratic features including a clear division of labor, with parts of a complex job being handled by specialists.

79.	The most significant flaw in the classical viewpoint is that it
	A. overemphasizes mathematical techniques.
	B. is impractical in the workplace.
	C. does not address productivity.
	D. discounts the importance of human needs.
	E. does not account for irrational behavior.

	A flaw in the classical viewpoint is that it is mechanistic: It tends to view humans as cogs within a machine, not taking into account the importance of human needs.

80.	The essence of the classical viewpoint is that
	A. resources are limited.
	B. a rational approach can be used to boost productivity.
	C. people are self-interested.
	D. people will take on responsibility if it is offered to them.
	E. workers behave how you expect them to.

	The essence of the classical viewpoint is that work activity is amenable to a rational approach, that through the application of scientific methods, time and motion studies, and job specialization it is possible to boost productivity.

81. McDonald's ability to deliver food quickly and inexpensively has its roots in which management theory?
   A. Management science viewpoint
   B. Behavioral viewpoint
   C. Mathematical viewpoint
   D. Systems viewpoint
   E. Classical viewpoint

   The essence of the classical viewpoint is that work activity is amenable to a rational approach, that through the application of scientific methods, time and motion studies, and job specialization it is possible to boost productivity. Indeed, these concepts are still in use today, the results visible to you every time you visit McDonald's or Pizza Hut.

82. Which of the following viewpoints emphasized the importance of understanding human actions and of motivating employees toward achievement?
   A. Qualitative viewpoint
   B. Behavioral viewpoint
   C. Classical viewpoint
   D. Contingency viewpoint
   E. Management science viewpoint

   The behavioral viewpoint emphasized the importance of understanding human behavior and of motivating employees toward achievement.

83. Which of the following is one of the phases in the development of the behavioral viewpoint?
   A. Human resource management
   B. Operations management
   C. Operations research
   D. Human relations movement
   E. Administrative management

   The behavioral viewpoint developed over three phases: early behaviorism, the human relations movement, and behavioral science.

84. Who was known as "the father of industrial psychology"?
A. Hugo Munsterberg
B. Mary Parker Follett
C. Max Weber
D. Elton Mayo
E. Frederick Taylor

Hugo Munsterberg has been called the father of industrial psychology. His ideas led to the field of industrial psychology, the study of human behavior in workplaces, which is still taught in colleges today.

85. Camille runs a consulting business that assists in the hiring process, using a team of psychologists to help companies to better understand their specific jobs and the type of employees that are best suited to fill them. Her business relies on the work of which behavioral theory pioneer?
A. Hugo Munsterberg
B. Douglas McGregor
C. Mary Parker Follett
D. Frederick Taylor
E. Elton Mayo

Hugo Munsterberg suggested that psychologists could contribute to industry in three ways. One of them was that they could study jobs and determine which people are best suited to specific jobs.

86. Among the recommendations of Mary Parker Follett was that
A. motion studies should be made of every job.
B. managers should design and control the work process.
C. integration should occur in organizations when conflicts arise.
D. a competitive environment is most conducive to productivity.
E. everyone should understand their roles: managers as order-givers, and employees as order-takers.

One of Mary Parker Follet's important contributions to management theory was that conflicts should be resolved by having managers and workers talk over differences and find solutions that would satisfy both parties, a process she called integration.

87. The idea that the work process should be under the control of workers with the relevant knowledge, rather than that of managers, who should act as facilitators, was developed by
A. Lillian Gilbreth.
B. Mary Parker Follet.
C. Max Weber.
D. Hugo Munsterberg.
E. Elton Mayo.

Follett thought organizations should become more democratic, with managers and employees working cooperatively. One of her most important ideas was that the work process should be under the control of workers with the relevant knowledge, rather than of managers, who should act as facilitators.

88. Which research, though flawed, drew attention to the idea that managers using good human relations could improve worker productivity?
A. Maslow's hierarchy of human needs
B. Operations research
C. Theory Y
D. Fayol's administrative management
E. The Hawthorne studies

The Hawthorne studies were faulted for being poorly designed and not having enough empirical data to support the conclusions. Nevertheless, they succeeded in drawing attention to the importance of "social man" (social beings) and how managers using good human relations could improve worker productivity.

89. Who proposed the hierarchy of human needs as a theory of motivation?
A. McGregor
B. Weber
C. Munsterberg
D. Maslow
E. Mayo

In 1943 Maslow proposed his famous hierarchy of human needs: physiological, safety, love, esteem, and self-actualization.

90. An optimistic view of workers that envisions them as capable of accepting responsibility and working in a self-directed manner is representative of
A. hierarchy of accountability.
B. hierarchy of needs.
C. Theory X.
D. Theory Y.
E. self-fulfilling prophecy.

Theory Y represents the outlook of human relations proponents, an optimistic, positive view of workers. In this view, workers are considered to be capable of accepting responsibility, self-direction, and self-control and of being imaginative and creative.

91. Amanda was a tough manager and made it a regular practice to check up on her staff, looking for cheating on timesheets and people coming back late from lunch. Her employees were often dissatisfied with Amanda since she was a(n) _____ manager.
A. operations
B. Theory X
C. soldiering
D. Hawthorne
E. administrative

Theory X managers are more likely to micromanage, which leads to employee dissatisfaction, because these managers believe employees are inherently lazy.

92. Behavioral science relies on _____ for developing theories about human behavior that can help managers.
A. rules of thumb
B. scientific research
C. intuition
D. simulations
E. trial and error

Behavioral science relies on scientific research for developing theories about human behavior that can be used to provide practical tools for managers.

93. Which of the following is a discipline that is part of behavioral science?
    A. Sociology
    B. Physics
    C. Computer science
    D. Biology
    E. Law

    The disciplines of behavioral science include psychology, sociology, anthropology, and economics, all of which consider human behavior.

94. Behavioral science research suggests that _____ doesn't necessarily promote excellence, and actually can make people hostile.
    A. the Hawthorne effect
    B. competition
    C. soldiering
    D. industrial espionage
    E. integration

    Behavioral science research concludes that cooperation is superior to competition in promoting achievement and productivity. Alfie Kohn notes that competition can make people hostile.

95. Applying techniques like statistics and computer simulations to management are characteristic of the _____ viewpoint.
    A. classical
    B. behavioral
    C. managerial
    D. quantitative
    E. contingency

    One of the historical perspectives consists of quantitative viewpoints, which emphasize the application to management of quantitative techniques, such as statistics and computer simulations.

96. _____ focuses on using mathematics to aid in problem solving and decision making.
A. Management science
B. Behavioral science
C. TQM
D. Scientific management
E. Administrative management

Management science focuses on using mathematics to aid in problem solving and decision making.

97. The tools of _____ are useful for UPS and FedEx in deciding how many employees and aircraft should be scheduled during the month of December.
A. scientific management
B. soldiering
C. management science
D. the Hawthorne studies
E. efficiency management

Management science focuses on using mathematics to aid in problem solving and decision making and is likely what UPS and FedEx use to decide how many package sorters to schedule and at which times.

98. Matt has developed a mathematical model for the film distribution company that employs him. The model will help in determining release dates and the desirable number of screens for new movies. This model is an application of
A. scientific management.
B. behavioral science.
C. management science.
D. contingency management.
E. administrative management.

Management science stresses the use of rational, science-based techniques and mathematical models to improve decision making and strategic planning.

99.   _____ focuses on managing the production and delivery of an organization's products or services more effectively.
A. Operations management
B. Systems management
C. Scientific management
D. A learning organization
E. Administrative management

Operations management focuses on managing the production and delivery of an organization's products or services more effectively.

100.   Alyssa works for a large amusement park and is in charge of scheduling the sizable staff, including ride attendants, food service and janitorial employees, and character actors, in an effective manner. This work is typical of
A. operations research.
B. contingency planning.
C. quality management.
D. operations management.
E. qualitative analysis.

Operations management is concerned with work scheduling, production planning, facilities location and design, and decisions about the optimum inventory a company should maintain.

101.   Systems, contingency, and quality-management viewpoints are part of the _____ perspective.
A. behavioral
B. scientific
C. historical
D. quantitative
E. contemporary

The contemporary perspective consists of three viewpoints: systems, contingency, and quality-management. (See Figure 2.2.)

102. The _____ viewpoint sees organizations as entities made up of interrelated parts known as inputs, outputs, transformation processes, and feedback.
A. classical
B. closed loop
C. contingency
D. quality-management
E. systems

The systems viewpoint regards the organization as a system of interrelated parts. The four parts of a system are inputs, outputs, transformation processes, and feedback.

103. Even though the Russian government is inefficient in the way it collects taxes, it is still an example of a(n)
A. transformational process.
B. environment.
C. system.
D. output.
E. therblig.

A system is a set of interrelated parts that operate together to achieve a common purpose, even when it does not work well.

104. Curran Investments has had a very profitable year in its business of providing financial advice. The profit would be considered a(n) _____ of the system.
A. by-product
B. input
C. transformational process
D. output
E. feedback loop

Outputs are the products, services, profits, losses, employee satisfaction or discontent, and the like that are produced by the organization. Whatever comes out of the system is an output.

105.   Marcus works on an assembly line for a U.S. automobile manufacturer. He would be considered a(n)
       _____ of this system.
       A. participant
       B. feedback mechanism
       C. input
       D. transformation process
       E. output

       Inputs are the people, money, information, equipment, and materials required to produce an
       organization's goods or services. Whatever goes into a system is an input.

106.   David is an architect, and the steps he takes in designing and drawing commercial buildings would be
       considered which part of his organization's system?
       A. an input
       B. feedback
       C. an output
       D. an affirmation
       E. a transformation process

       Transformation processes are the organization's capabilities in management, internal processes, and
       technology that are applied to converting inputs into outputs. The main activity of the organization is
       to transform inputs into outputs.

107.   Customers lined up for hours to be among the first to purchase the new iPad. The excitement for the
       product would be considered _____ in the system.
       A. an input
       B. feedback
       C. an output
       D. affirmation
       E. a transformation process

       Feedback is information about the reaction of the environment to the outputs that affects the inputs.
       Are the customers buying or not buying the product? That information is feedback.

108. A(n) _____ system continually interacts with its environment.
 A. networked
 B. integrated
 C. active
 D. open
 E. porous

 An open system continually interacts with its environment.

109. Both the classical management view and the management science perspective consider an organization to be a(n) _____; as a simplification for analysis this may work, but in reality it would open up the organization to spectacular failure.
 A. closed system
 B. neutral system
 C. porous system
 D. subsystem
 E. isolated system

 A closed system has little interaction with its environment; that is, it receives very little feedback from the outside. The classical management viewpoint often considered an organization a closed system. So does the management science perspective, which simplifies organizations for purposes of analysis. However, any organization that ignores feedback from the environment opens itself up to possibly spectacular failures.

110. Many technology companies are hesitant to involve customers in the development of their products, since they are trying to protect their latest products and ideas from competitors' attempts to replicate them. This typically results in a fairly _____ system.
 A. responsive
 B. closed
 C. distinctive
 D. stable
 E. intelligent

 A closed system has little interaction with its environment; that is, it receives very little feedback from the outside.

111. The study of how order and pattern arise from very complicated, apparently chaotic systems is known as
A. total quality management.
B. complexity theory.
C. quality assurance.
D. systems analysis.
E. transformation process.

The systems viewpoint has led to the development of complexity theory, the study of how order and pattern arise from very complicated, apparently chaotic systems. Complexity theory recognizes that all complex systems are networks of many interdependent parts that interact with each other according to certain simple rules.

112. The _____ viewpoint emphasizes that a manager's actions should vary according to the situation.
A. contingency
B. quality-management
C. flexible-management
D. systems
E. scenario

The contingency viewpoint emphasizes that a manager's approach should vary according to, or be contingent on, the individual and the environmental situation.

113. Over her years as a manager, Rose has had a very diverse group of employees; some were very interested in the financial rewards the company offered while others really would prefer extra time off or even to be recognized at the monthly department meetings. Rose should consider the _____ viewpoint of management in this case.
A. behavioral
B. systems
C. contingency
D. variance management
E. classical

The contingency viewpoint emphasizes that a manager's approach should vary according to, or be contingent on, the individual and the environmental situation.

114. Which of the following approaches is characteristic of a manager using the contingency viewpoint?

    A. Purchasing new technology to improve efficiency.
    B. Simplifying the steps of the work process.
    C. Using motivational techniques to boost worker productivity.
    D. Assessing the characteristics of particular situation before deciding what to do.
    E. Performing a motion study.

    The contingency viewpoint emphasizes that a manager's approach should vary according to, or be contingent on, the individual and the environmental situation. Thus, the manager that assesses a particular situation and decides what to do is using a contingency viewpoint.

115. Gary Hamel believes that identifying and challenging debilitating core beliefs that people have about an organization can be helpful in improving management
    A. rewards.
    B. innovation.
    C. restructuring.
    D. planning.
    E. motivation.

    To get the ball rolling in management innovation, particularly in a conventional company, Hamel believes you should identify core beliefs that people have about the organization, especially those that detract from the pursuit of management innovation.

116. "Mindfulness" is characterized by which of the following attributes?
    A. Acting from a single perspective.
    B. Automatic behavior.
    C. Belief in one right way.
    D. Active engagement.
    E. Protecting traditional ideas.

    One barrier to being flexible is mindlessness. Instead we need to adopt the frame of mind that Harvard psychology professor Ellen Langer has called mindfulness, a form of active engagement.

117. The strategy for minimizing errors by managing each stage of production is called
A. TQM.
B. six sigma.
C. quality assurance.
D. zero defects.
E. quality control.

Quality control is defined as the strategy for minimizing errors by managing each stage of production.

118. Statistical sampling to locate errors by testing just some of the items in a particular production run is a _____ technique.
A. quality control
B. continuous improvement
C. reengineering
D. quality assurance
E. total quality management

Quality control techniques were developed in the 1930s at Bell Telephone Labs by Walter Shewart, who used statistical sampling to locate errors by testing just some (rather than all) of the items in a particular production run.

119. The fact that employees often have no control over work process design limits their ability to achieve zero defects, or
A. quality control.
B. continuous improvement.
C. reengineering.
D. quality assurance.
E. total quality management.

Developed in the 1960s, quality assurance focuses on the performance of workers, urging employees to strive for "zero defects." Quality assurance has been less successful because often employees have no control over the design of the work process.

120. According to Deming, quality stemmed from a steady focus on the organization's mission and
A. a reduction in production variation.
B. Theory Y management.
C. operations research.
D. the Hawthorne effect.
E. complexity theory.

Deming believed that quality stemmed from "constancy of purpose," a steady focus on an organization's mission, along with statistical measurement and reduction of variations in production processes.

121. Deming proposed that when something goes wrong, chances are _____ that the system is at fault, and _____ that the individual worker is at fault.
A. 15%; 85%
B. 35%; 65%
C. 50%; 50%
D. 65%; 35%
E. 85%; 15%

Deming proposed his so-called 85-15 rule, which means when things go wrong, there is an 85% chance that the system is at fault, and only a 15% chance that the individual worker is at fault.

122. Joseph Juran defined quality as _____, which meant that a product or service should satisfy a customer's real needs.
A. value orientation
B. fitness for use
C. need fulfillment
D. functional capacity
E. feature superiority

Another pioneer with Deming in Japan's quality revolution was Joseph M. Juran, who defined quality as "fitness for use." By this he meant that a product or service should satisfy a customer's real needs.

123. The comprehensive approach dedicated to continuous quality improvement, training, and customer satisfaction is known as
   A. quality rating.
   B. quality assurance.
   C. reengineering.
   D. quality control.
   E. total quality management.

Total quality management (TQM) is a comprehensive approach, led by top management and supported throughout the organization, dedicated to continuous quality improvement, training, and customer satisfaction.

124. Which of the following is *not* a component of TQM?
   A. Use accurate standards to identify and eliminate problems.
   B. Urge employees to strive for "zero defects."
   C. Make continuous improvement a priority.
   D. Get every employee involved.
   E. Listen to and learn from customers and employees.

The four components of TQM are as follows: 1. Make continuous improvement a priority. 2. Get every employee involved. 3. Listen to and learn from customers and employees. 4. Use accurate standards to identify and eliminate problems. Zero defects is a quality assurance concept.

125. The term *learning organization* was coined by
   A. Shewart.
   B. Deming.
   C. Juran.
   D. Senge.
   E. Mayo.

Learning organizations, says Massachusetts Institute of Technology professor Peter Senge, who coined the term, are places "where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together."

126. Organizations that actively create, acquire, and transfer knowledge within themselves and are able to modify their behavior to reflect this new knowledge are called _____ organizations.
    A. Hawthorne
    B. information
    C. Theory Y
    D. TQM
    E. learning

A learning organization is an organization that actively creates, acquires, and transfers knowledge within itself and is able to modify its behavior to reflect new knowledge.

127. Managers at Montaigne Prefecture Glass needed to take some important steps to get out ahead of the growing competition. Recently, new talent had been hired, the training and development budget had been doubled, and cross-functional teams were added to improve information flow. It appears that Montaigne is attempting to become a _____ organization.
    A. closed system
    B. Theory Y
    C. contingency
    D. learning
    E. virtual

A learning organization is an organization that actively creates, acquires, and transfers knowledge within itself and is able to modify its behavior to reflect new knowledge. It can acquire knowledge by hiring new talent when needed, and devoting significant resources to training. Transferring knowledge can be improved by reducing barriers to information sharing.

128. Travis, an accounting manager at a hospital equipment company, has just attended software training where he learned new processes that could benefit his staff. On the plane home he began planning how he would train everyone in order to help the department reach its goals. Travis's approach is most characteristic of what type of organization?
    A. A bureaucratic organization.
    B. An operations research organization.
    C. A systems organization.
    D. A management science organization.
    E. A learning organization.

A learning organization is an organization that actively creates, acquires, and transfers knowledge within itself and is able to modify its behavior to reflect new knowledge. It can acquire knowledge by devoting significant resources to training. Transferring knowledge can be improved by reducing barriers to information sharing.

129. Scott works for an organization that describes itself as a "learning organization." As a manager, which of the following actions is Scott most likely to take while working for this organization?
A. Scott encourages his employees to work alone and attempt to fix problems themselves for maximum efficiency.
B. Scott likes to promote from within because those folks know how "it has always been done."
C. Scott avoids the high costs of training and development since his employees are already familiar with standard procedures.
D. Scott puts all of his time into running his part of the organization, and feels that reading trade journals is a big time waster.
E. When Scott needs another employee, he deliberately looks for someone who will bring something new to the organization.

A learning organization is an organization that actively creates, acquires, and transfers knowledge within itself and is able to modify its behavior to reflect new knowledge. One of the ways to create and acquire knowledge is to hire new talent and expertise when needed.

130. To create a learning organization, managers must perform three key functions or roles: build a commitment to learning, work to generate ideas with impact, and
A. minimize stress with positive talk.
B. be fair to employees.
C. stir conflict before implementing new ideas.
D. work to generalize ideas with impact.
E. work to create chaos to generate new ideas.

To create a learning organization, managers must perform three key functions or roles: (1) build a commitment to learning, (2) work to generate ideas with impact, and (3) work to generalize ideas with impact.

131. Which of the following is most likely to help build a learning organization?
A. Direct staff to avoid failure at all costs.
B. Create chaos to support new-idea generation.
C. Restrict training to save expenses and improve the balance sheet.
D. Encourage heated debates on every proposed idea.
E. Create a psychologically safe environment.

To create a learning organization, managers must perform three key functions or roles: (1) build a commitment to learning, (2) work to generate ideas with impact, and (3) work to generalize ideas with impact. To generalize ideas with impact the staff can create a psychologically safe and comforting environment that increases the sharing of successes, failures, and best practices.

132.   How is management both an art and a science?

Intuition, judgment, and experience are part of the successful mix of effective management. These factors are more "art" than science, and may exist in a manager without actual training in management. However, management also uses the scientific method; it observes and gathers facts, makes decisions based on the facts, makes predictions of future events, and tests the prediction under systematic conditions. These are parts of the "science" of management.

133.   Why should one study different theoretical perspectives about management? Give at least three reasons.

There are five good reasons for studying theoretical perspectives. The student may give any three of the following: (1) understanding of the present, (2) guide to action, (3) source of new ideas, (4) clues to meaning of your managers' decisions, (5) clues to meaning of outside events.

134.   Describe the fundamental ideas underlying the classical viewpoint to management, and give at least one example of a modern practice that has its roots in this view. Compare and contrast its two approaches.

The classical viewpoint is based on the assumption that people are rational. The essence of the classical viewpoint was that work activity was amenable to a rational approach, that through the application of scientific methods, time and motion studies, and job specialization it was possible to boost productivity. The classical viewpoint also led to such innovations as management by objectives and goal setting, as we explain elsewhere.

The two major approaches are the scientific management approach and the administrative approach.

Scientific management emphasized the scientific study of work methods to improve the productivity of individual workers. Two of its chief proponents were Frederick W. Taylor and the team of Frank and Lillian Gilbreth. Taylor used motion studies and suggested using a differential rate system. The Gilbreths expanded on Taylor's motion studies.

Administrative management is concerned with managing the total organization. Among the pioneering theorists were Henri Fayol, who identified the major functions of management, and Max Weber, who advocated five positive bureaucratic features.

135. Explain the ideas emphasized by the behavioral viewpoint. List the three phases of development of the behavioral viewpoint and discuss at least one major contribution and its pioneer from each of the first two phases.

The behavioral viewpoint emphasized the importance of understanding human behavior and of motivating employees toward achievement. The three phases include the early behaviorism, the human relations movement, and behavioral science.

Students should describe at least one of the following: The three people who pioneered behavioral theory were Hugo Munsterberg, Mary Parker Follett, and Elton Mayo. Hugo Munsterberg was the first to apply psychology to industry and is called "the father of industrial psychology." Mary Parker Follet believed that organizations should become more democratic, with managers and employees working cooperatives. She anticipated some of today's concepts of "self-managed teams," "worker empowerment," and "interdepartmental teams." Elton Mayo conducted the Hawthorne studies, which demonstrated the Hawthorne effect, in which employees worked harder if they received added attention, if they thought that managers cared about their welfare or that supervisors paid special attention to them.

Students should describe at least one of the following: The two theorists who contributed most to the human relations movement, which proposed that better human relations could increase worker productivity, were Abraham Maslow and Douglas McGregor. Abraham Maslow developed the hierarchy of needs in his research to study motivation. Douglas McGregor developed Theory X versus Theory Y to explain managers' attitudes toward employees.

136. Explain the emphasis of the quantitative viewpoint. Describe the two major approaches to this viewpoint.

The quantitative viewpoint emphasizes that mathematically based techniques can help managers be more effective. The two approaches of quantitative management are management science and operations management. Management science focuses on using mathematics to aid in problem solving and decision making. Operations management focuses on managing the production and delivery of an organization's products or services more effectively.

137. Describe the systems viewpoint and provide examples of each of the four associated parts using a real or fictitious company.

The systems viewpoint sees organizations as a system, either open or closed, with inputs, outputs, transformation processes, and feedback.

Inputs are the people, money, information, equipment, and materials required to produce an organization's goods or services. Example: For a jewelry designer—designer, money, artistic talent, gold and silver, tools, marketing expertise.

Transformational processes are the organization's capabilities in management and technology that are applied to converting inputs into outputs. Example: Designer's management skills (planning, organizing, leading, controlling), gold and silver smithing tools and expertise, website for marketing.

Outputs are the products, services, profits, losses, employee satisfaction or discontent, produced by the organization. Example: Gold and silver rings, earrings, bracelets, and the like.

Feedback is the information about the reaction of the environment to the outputs, which affects the inputs. Example: Web customers like African-style designs or dislike imitation Old English designs.

AACSB: Analytic
Blooms: Apply
Kinicki - Chapter 02 #137
Learning Objective: 02-05 How can the exceptional manager be helped by the systems viewpoint?
Level of Difficulty: 3 Hard
Topic: Systems Viewpoint

138. Why is the contingency viewpoint important?

The contingency viewpoint is important because it seems to be the most practical of the viewpoints. It addresses problems on a case-by-case basis and varies the solution accordingly.

AACSB: Analytic
Blooms: Understand
Kinicki - Chapter 02 #138
Learning Objective: 02-06 In the end; is there one best way to manage in all situations?
Level of Difficulty: 2 Medium
Topic: Contingency Viewpoint

139. Describe total quality management, and list at least three of the four components of it that are used by organizations to implement it.

Total quality management (TQM) is a comprehensive approach, led by top management and supported throughout the organization, dedicated to continuous quality improvement, training, and customer satisfaction. The four components of TQM are as follows: 1. Make continuous improvement a priority. 2. Get every employee involved. 3. Listen to and learn from customers and employees. 4. Use accurate standards to identify and eliminate problems.

AACSB: Analytic
Blooms: Understand
Kinicki - Chapter 02 #139
Learning Objective: 02-07 Can the quality-management viewpoint offer guidelines for true managerial success?
Level of Difficulty: 2 Medium
Topic: Quality-Management Viewpoint

140.   What is a learning organization? What competitive advantage do learning organizations hold?

A learning organization is one that actively creates, acquires, and transfers knowledge within itself and is able to modify its behavior to reflect new knowledge. Learning organizations can adapt more quickly to changing conditions in the environment, and bring the knowledge and experience of a wide range of employees to bear on new problems. Organizations must continually learn new things or face obsolescence.

02 Summary

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Blooms: Remember	50
Blooms: Understand	69
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