

Exam

Name _____

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

- 1) According to Adam Smith, division of labor was an important concept. 1) _____
Answer: True False
- 2) The division of labor is also referred to by the term *job specification*. 2) _____
Answer: True False
- 3) In the Industrial Revolution, machine power began substituting for human power. 3) _____
Answer: True False
- 4) The Industrial Revolution began in the nineteenth century. 4) _____
Answer: True False
- 5) *Principles of Scientific Management* was written by Frederick Winslow Taylor. 5) _____
Answer: True False
- 6) "Employee motivation" is the phrase most associated with scientific management. 6) _____
Answer: True False
- 7) The primary issue that motivated Taylor to create a more scientific approach to management was worker satisfaction. 7) _____
Answer: True False
- 8) Based on his scientific management principles, Taylor suggested the incentive pay principle. 8) _____
Answer: True False
- 9) Geert Hofstede is associated with the scientific management approach. 9) _____
Answer: True False
- 10) Frank Gilbreth's best-known contribution to scientific management concerned selecting the best worker for a particular job. 10) _____
Answer: True False
- 11) Gilbreth is best known for "the one best way." 11) _____
Answer: True False
- 12) Frederick Taylor is most associated with the principles of scientific management. 12) _____
Answer: True False
- 13) Henri Fayol was among the first researchers to use motion pictures to study hand-and-body motions. 13) _____
Answer: True False
- 14) An organization that has a division of labor, a clearly defined hierarchy, detailed rules, and impersonal relationships would be described as a bureaucracy. 14) _____
Answer: True False
- 15) General administrative theory focuses only on managers and administrators. 15) _____
Answer: True False

- 16) Henri Fayol identified five functions of managers: planning, organizing, commanding, coordinating, and controlling. 16) _____
Answer: True False
- 17) The 14 principles of management are associated with Fayol. 17) _____
Answer: True False
- 18) Weber's bureaucracy is a lot like scientific management. 18) _____
Answer: True False
- 19) The quantitative approach to management has also been labeled *process research*. 19) _____
Answer: True False
- 20) Linear programming is a technique that managers use to improve resource allocation decisions. 20) _____
Answer: True False
- 21) According to the textbook, total quality management is a philosophy of management driven by continual improvement and responding to customer needs and expectations. 21) _____
Answer: True False
- 22) The focus on employee productivity is most closely associated with the organizational behavior approach. 22) _____
Answer: True False
- 23) Barnard, Follett, Munsterberg, and Owen are all theorists associated with the early organizational behavior approach. 23) _____
Answer: True False
- 24) Hugo Munsterberg created the field of social psychology. 24) _____
Answer: True False
- 25) Mary Parker Follett was the first advocate of the human resources approach to management. 25) _____
Answer: True False
- 26) Chester Bernard was the first to argue that organizations are open systems. 26) _____
Answer: True False
- 27) The most important contribution to the field of organizational behavior came from studies conducted by the University of Michigan. 27) _____
Answer: True False
- 28) The Hawthorne Studies were performed at the General Motors plant beginning in 1924. 28) _____
Answer: True False
- 29) Follett is the scientist who is most closely associated with the Hawthorne Studies. 29) _____
Answer: True False
- 30) Before the advent of Islam, the early Arabs had complicated administrative structures. 30) _____
Answer: True False
- 31) Prompt payment of wages is not part of Islamic managerial perspectives. 31) _____

C) division of labor

D) assembly lines

Answer: C

44) Which of the following was a major result of the Industrial Revolution? 44) _____

A) water power

B) factory manufacturing

C) cottage industry

D) critical thinking

Answer: B

45) Frederick Taylor performed most of his work in _____. 45) _____

A) cotton gins in Alabama

B) auto assembly plants near Detroit

C) steel companies in Pennsylvania

D) grape vineyards in California

Answer: C

46) Frederick Taylor advocated which of the following management principles? 46) _____

A) Work and responsibility should be divided almost equally between managers and workers.

B) Workers can be highly productive even if they are randomly selected for a job.

C) Workers should perform all work, while management should maintain responsibility for the work performed.

D) Managers should perform more work than workers, because managers are generally more skilled.

Answer: A

47) Probably the best-known example of Taylor's scientific management was the _____ experiment. 47) _____

A) blue collar

B) fish tank

C) pig iron

D) horseshoe

Answer: C

48) Frederick Taylor advocated which of the following management principles? 48) _____

A) Workers should perform all work, while management should maintain responsibility for the work performed.

B) Managers should perform more work than workers, because managers are generally more skilled.

C) Workers can be highly productive even if they are randomly selected for a job.

D) Work and responsibility should be divided almost equally between managers and workers.

Answer: D

49) The primary issue that motivated Taylor to create a more scientific approach to management was _____. 49) _____

A) worker effectiveness

B) worker efficiency

C) worker absenteeism and turnover

D) workplace safety

Answer: B

50) Frank and Lillian Gilbreth were the first researchers to utilize motion pictures to the study of _____. 50) _____

A) groups of workers in tense situations where they are assigning each other tasks

B) reactions of workers in group settings

C) workers reactions to pay increases

D) hand-and-body motions

Answer: D

51) Based on his scientific management principles, Taylor suggested which of the following pay principles? 51) _____

- A) seniority pay
- C) monthly salary

- B) monthly salary with bonus
- D) incentive pay

Answer: D

- 52) Which of the following phrases is most associated with scientific management? 52) _____
- A) management relations
 - B) supply and demand
 - C) quality control
 - D) one best way

Answer: D

- 53) General administrative theory focuses on _____. 53) _____
- A) managers and administrators
 - B) primarily the accounting function
 - C) the entire organization
 - D) the measurement of organizational design relationships

Answer: C

- 54) Frank and Lillian Gilbreth's work began in the area of _____. 54) _____
- A) laying bricks
 - B) installing rudimentary electrical wiring
 - C) assembly lines
 - D) cutting lumber

Answer: A

- 55) Fayol was interested in studying _____, whereas Taylor was interested in studying _____. 55) _____
- A) senior managers; effective managers
 - B) bureaucratic structures; chains of command
 - C) all managers; first-line managers
 - D) administrative theory; macroeconomics

Answer: C

- 56) General administrative theorists devoted their efforts to _____. 56) _____
- A) developing mathematical models to improve management
 - B) making the overall organization more effective
 - C) improving the productivity and efficiency of workers
 - D) emphasizing the study of human behavior in organizations

Answer: B

- 57) Which of the following is not one of Fayol's principles of management? 57) _____
- A) division of work
 - B) unity of command
 - C) equality
 - D) discipline

Answer: C

- 58) Bureaucracy is defined as a form of organization characterized by _____. 58) _____
- A) detailed rules and regulations
 - B) clearly defined hierarchy
 - C) division of labor
 - D) all of the above

Answer: D

- 59) According to Weber's ideal bureaucracy, _____ occurs when employees are placed in jobs based on technical qualifications. 59) _____
- A) career orientation
 - B) authority hierarchy
 - C) formal selection
 - D) impersonality

Answer: C

- 60) The quantitative approach to management has also been referred to by which of the following names? _____

60)

- _____
- A) sales optimization
 - C) management science

- B) managerial theory
- D) statistical reformulation

Answer: C

61) The quantitative approach evolved from the development of mathematical and statistical solutions to _____. 61) _____

- A) production management problems in the 1950s
- B) waiting line problems at fast-food restaurants in the 1960s
- C) military problems in World War II
- D) clogged telephone circuits during the 1930s

Answer: C

62) The quantitative approach involves applications of _____. 62) _____

- A) surveys, strategic planning, and group problem solving
- B) psychology testing, focus groups, and mathematics
- C) statistics, information models, and computer simulations
- D) optimization models, interviews, and questionnaires

Answer: C

63) _____ is a technique that managers use to improve resource allocation decisions. 63) _____

- A) Economic order quantity modeling
- B) Work scheduling
- C) Regression analysis
- D) Linear programming

Answer: D

64) Decisions on determining a company's optimum inventory levels have been significantly influenced by _____. 64) _____

- A) economic order quantity modeling
- B) regression analysis
- C) work scheduling
- D) linear programming

Answer: A

65) Which of the following would not be associated with the quantitative approach to management? 65) _____

- A) information models
- B) linear programming
- C) systematic motivation of individuals
- D) critical-path scheduling

Answer: C

66) A company that sees its employees as the driving force behind the organization probably follows which managerial approach? 66) _____

- A) quantitative analysis
- B) workplace diversity
- C) organizational behavior
- D) total quality management

Answer: C

67) TQM differs from earlier management theories because _____. 67) _____

- A) high quality and low costs are both seen as important to productivity
- B) reworked production items are handled by special teams assigned to this task
- C) employee layoffs are considered acceptable provided that morale remains stable
- D) low costs are viewed as the only road to increased productivity

Answer: A

68) _____ and _____ were two of the pioneers in the area of total quality management. 68) _____

- A) Fayol; Weber
- B) Deming; Juran
- C) Owen; Munsterberg
- D) Taylor; Gilbreth

Answer: B

- 69) _____ is the generic term used to describe the quality revolution that swept through both the business and public sectors during the 1980s and 1990s. 69) _____
- A) Partial quality management B) Hyper quality management
C) Ethno quality management D) Total quality management

Answer: D

- 70) All of the following are characteristics of total quality management except _____. 70) _____
- A) intense focus on the competition
B) accurate measurement
C) improvement in the quality of everything the organization does
D) empowerment of employees
E) concern for continual improvement

Answer: A

- 71) Quality management is driven by a focus on _____. 71) _____
- A) continual improvement B) workplace spirituality
C) knowledge management D) workplace diversity

Answer: A

- 72) Each of the following represents a drawback to the quantitative approach except _____. 72) _____
- A) managers cannot relate easily to quantitative models
B) quantitative problems are more widespread than behavioral problems
C) managers tend to be intimidated by quantitative tools
D) managers are unfamiliar with quantitative tools

Answer: B

- 73) Quantitative techniques have become less intimidating with the advent of _____. 73) _____
- A) training of these techniques in college B) sophisticated computer software
C) managers with better mathematical skills D) digital image processing

Answer: B

- 74) Which of the following is most closely associated with the organizational behavior approach to management? 74) _____
- A) interdependent systems B) concern for employee motivation
C) scientific methodology D) bureaucracy

Answer: B

- 75) According to the textbook, which of the following early advocates of organizational behavior was concerned about deplorable working conditions? 75) _____
- A) Mary Parker Follett B) Chester Barnard
C) Robert Owens D) Hugo Munsterberg

Answer: C

- 76) Which of the following early advocates of organizational behavior created the field of industrial psychology, the scientific study of people at work? 76) _____
- A) Hugo Munsterberg B) Chester Barnard
C) Robert Owens D) Mary Parker Follett

Answer: A

- 77) _____ was one of the first to recognize that organizations could be viewed from the perspective of individual and group behavior. 77) _____
 A) Robert Owens B) Hugo Munsterberg
 C) Chester Barnard D) Mary Parker Follett
 Answer: D
- 78) Which of the following early advocates of organizational behavior was the first to argue that organizations were open systems? 78) _____
 A) Robert Owens B) Hugo Munsterberg
 C) Chester Barnard D) Mary Parker Follett
 Answer: C
- 79) Which four theorists are associated with the early organizational behavior approach? 79) _____
 A) Barnard, Follett, Munsterberg, and Owen B) Taylor, Fayol, Weber, and Barnard
 C) Follett, Barnard, Munsterberg, and Weber D) Munsterberg, Taylor, Fayol, and Follett
 Answer: A
- 80) Which of the following was a major contribution of Hugo Munsterberg? 80) _____
 A) He was interested in individual and group behavior.
 B) He was a social reformer.
 C) He viewed organizations as social systems requiring human cooperation.
 D) He created the field of industrial psychology.
 Answer: D
- 81) Munsterberg's work in industrial psychology is easily connected with what other management approach? 81) _____
 A) general administrative B) scientific management
 C) classical management D) systems
 Answer: B
- 82) Contemporary management practices that emphasize work groups as a means to increasing productivity can be traced to which of the following authors? 82) _____
 A) Robert Owen B) Chester Barnard
 C) Mary Parker Follett D) Hugo Munsterberg
 Answer: C
- 83) Which of the following is true concerning the management beliefs of Barnard? 83) _____
 A) Organizations are social systems that require human cooperation.
 B) To improve productivity, management should concentrate on selecting the best employee rather than motivating current employees.
 C) Employee ability and motivation remain fixed within a single employee, but vary across different employees.
 D) Productivity is best achieved by insulating the organization from external constituencies.
 Answer: A
- 84) Without question, the most important contribution to the developing field of organizational behavior came out of the _____. 84) _____
 A) Hawthorne Studies B) Porter Studies
 C) Taylor Studies D) Parker Studies
 Answer: A

- 85) The Hawthorne Studies were initially devised to study _____. 85) _____
 A) the effect of illumination levels on employee productivity
 B) productivity levels of groups versus individuals
 C) the effect of cooperative versus competitive organizational environments on productivity
 D) the effect of noise on employee productivity
 Answer: A
- 86) What scientist is most closely associated with the Hawthorne Studies? 86) _____
 A) Adams B) Lawler C) Barnard D) Mayo
 Answer: D
- 87) One outcome of the Hawthorne Studies could be described by which of the following statements? 87) _____
 A) Social norms or group standards are the key determinants of individual work behavior.
 B) Behavior and employee sentiments are inversely related.
 C) Money is more important than the group with regards to individual productivity.
 D) Security is relatively unimportant.
 Answer: A
- 88) A system can best be defined as a(n) _____. 88) _____
 A) grouping of separate and independent parts
 B) set of connected but nonfunctional parts
 C) ordering of distinct and unrelated parts
 D) set of interrelated and interdependent parts
 Answer: D
- 89) Each of the following terms could be used to characterize systems except _____. 89) _____
 A) set B) fragmented C) unified D) whole
 Answer: B
- 90) Which of the following types of systems does not interact with its environment? 90) _____
 A) diagrammatic B) fluid
 C) resource-driven D) closed
 Answer: D
- 91) Which of the following is considered a systems input? 91) _____
 A) operations methods B) financial results
 C) raw materials D) management activities
 Answer: C
- 92) In an open organizational system, products and services produced by the organization can be considered as which of the following? 92) _____
 A) outputs B) capital expenditures
 C) inputs D) transformation processes
 Answer: A
- 93) Open organizations are those that _____. 93) _____
 A) interact with their environments
 B) consist of interdependent parts
 C) operate independently of their environments
 D) are influenced by their environments, but do not interact with them

Answer: A

- 94) According to the systems approach, effective management must ensure that _____. 94) _____
A) all interdependent units within an organization operate together
B) key departments within an organization have the greatest efficiency
C) its organization succeeds in ignoring governmental regulations
D) its organization becomes self-contained

Answer: A

- 95) A manager who believes that no one set of principles applies equally to all work environments is most likely advocating which management approach? 95) _____
A) contingency
B) workplace diversity
C) knowledge management
D) organizational behavior

Answer: A

- 96) The contingency approach to management is based upon which of the following? 96) _____
A) exceptions to generally accepted management principles
B) a set of universal management rules
C) knowledge developed based on sophisticated logic models
D) similarities found within all organizations

Answer: A

- 97) Each of the following represents a popular contingency variable except _____. 97) _____
A) organization size
B) environmental uncertainty
C) individual differences
D) ideal bureaucratic structure

Answer: D

- 98) According to the textbook, all of the following are Islamic managerial perspectives except _____. 98) _____
A) Responsibility of employees to their employers
B) Cost control and efficiency
C) Responsibility of employers to their employees
D) Reliance on own self

Answer: B

- 99) In early Arab culture, "brotherhoods" or "fraternities" referred to _____. 99) _____
A) Organized educational groups
B) Groups who wanted to merge spirituality with work
C) "Police" groups to help the state collect overdue taxes
D) Organized workers' associations

Answer: D

A Look Back (Scenario)

Nadia, tired from working with customers all day, decided to take a 15-minute nap. She needed to clear her head before the 4:15 P.M. managers meeting. Her company had recently begun a re engineering process. They were going through many changes that required extensive management input. As she leaned back in her chair, Nadia wondered if management processes had always been this way. She fell asleep and dreamed that she was travelling in a time machine with "Mr. Management" as her guide. Mr. Management took Nadia back through management history.

- 100) Nadia visited a bookstore that was holding a book signing. She saw that the title of the book was _____ 100) _____
Principles of Scientific Management, which had just been published. Nadia concluded that the time period must be _____.

- A) late 1800s B) early 1900s C) early 1800s D) mid 1900s
Answer: B

101) Nadia admired the works of Taylor and Gilbreth, two advocates of _____. 101) _____
A) organizational behavior B) human resource management
C) motivation D) scientific management
Answer: D

102) Nadia was impressed to learn that Frederick Taylor's experiments succeeded in improving worker productivity by _____ percent or more. 102) _____
A) 200 B) 130 C) 25 D) 50
Answer: A

103) Nadia spent some time visiting with _____, a researcher who also contributed to management science by being among the first to use motion picture films to study hand-and-body motions. 103) _____
A) Max Weber B) Chester Barnard
C) Frank Gilbreth D) Henry Gantt
Answer: C

Management Intern (Scenario)

As an intern, Nisrine is perplexed as she hears different managers discuss their views on particular problems. She has been assigned to several departments during her internship.

104) In trying to increase productivity, one manager utilizes analysis of basic work tasks to determine the "one best way" for different jobs to be done. It is most likely that this manager has studied the work of _____. 104) _____
A) Edward Deming B) Max Weber
C) Henri Fayol D) Frederick Taylor
Answer: D

105) As she talked to another manager, Nisrine learned a view of the organization that stressed strict division of labor, formal rules and regulations, and impersonal application of those rules and regulations. This manager was a student of _____. 105) _____
A) quantitative methods B) the Industrial Revolution
C) objectivism D) bureaucracy
Answer: D

The Hawthorne Studies (Scenario)

Najib was assigned a research project in the field of organizational behavior. He decided to write his report on the Hawthorne Studies. After writing his report, Najib gave an oral presentation to his management class.

106) Najib explained that the Hawthorne Studies project began as a test to determine the most productive _____. 106) _____
A) reward structure for employees
B) number of breaks during a shift
C) number of days away from work per month
D) level of lighting in the workplace
Answer: D

107) In describing the research project, Najib informed his classmates that the project studied _____.

- 107) _____
- A) how group standards affect individual behavior
 - B) group influences on individual behavior
 - C) employee behaviors and sentiments
 - D) all of the above
- Answer: D
- 108) Najib's classmates were most likely surprised to learn about which of the following conclusions of the study? 108) _____
- A) Increases in lighting intensity are directly related to increases in productivity.
 - B) Increases in lighting intensity cause group productivity to decrease.
 - C) Lighting intensity is not directly related to group productivity.
 - D) Low light levels are associated with low worker productivity.
- Answer: C
- 109) In explaining what critics disliked about the Hawthorne Studies, Najib most likely listed which of the following? 109) _____
- A) the conclusions based on the analyses of the findings
 - B) analyses of findings
 - C) the research procedures
 - D) all of the above
- Answer: D
- 110) Najib explained that the most important thing about these studies is that they _____. 110) _____
- A) stimulated interest in human behavior in organizations
 - B) concluded that employees were no different from machines
 - C) helped employees understand their own behavior, beginning the employee empowerment movement
 - D) showed that managers had to be right in all their decisions
- Answer: A

The Human Side (Scenario)

As an engineer, Rami was trained to understand the roles of machinery and hardware in enhancing organizational productivity. However, Rami was promoted to a managerial position where his duties included supervising a department of 34 people and leading them toward completion of a new project. Ever the perfectionist, Rami decided to enhance his understanding of the human side of business management by reading a history text on the organizational behavior approach.

- 111) Rami read that _____ was an early social reformer who is remembered most for his/her courage and commitment to improving the working conditions of laborers. 111) _____
- A) Chester Barnard
 - B) Mary Parker Follett
 - C) Hugo Munsterberg
 - D) Robert Owen
- Answer: D
- 112) Rami also expanded his reading list to include works authored by _____, the creator of the field of industrial psychology. 112) _____
- A) Mary Parker Follett
 - B) Chester Barnard
 - C) Robert Owen
 - D) Hugo Munsterberg
- Answer: D
- 113) Rami was surprised to learn that using group-based projects was not a contemporary concept. In fact, _____ was an early 1900s social philosopher who thought that organizations should be based on group 113) _____

ethic. 113) _____

- A) Chester Barnard
- C) Robert Owen

- B) Hugo Munsterberg
- D) Mary Parker Follett

Answer: D

114) Rami also learned that the organizational behavior approach was not limited to academic theorists. A strong contribution to this field was made by _____, an actual manager who thought organizations were social systems that required cooperation.

114) _____

- A) Hugo Munsterberg
- C) Robert Owen

- B) Mary Parker Follett
- D) Chester Barnard

Answer: D

The New Business (Scenario)

Nada has started on her own children's clothing manufacturing company. She is a bit nervous but is confident that the company will succeed. Nada plans to implement a total quality management program in her company. To launch the program, she develops a series of training workshops for her managers.

115) The first training workshop explains the background of total quality management. Which of the following quality experts is Nada most likely to include in this workshop?

115) _____

- A) Henry Ford
- C) Jeff Bezos

- B) Bernie Ebbers
- D) Joseph M. Juran

Answer: D

116) In the second workshop, Nada explains the key principles of total quality management. Which of the following is she most likely to mention?

116) _____

- A) reduced attention to complaint resolution
- B) discipline of employees
- C) focus on work products rather than processes
- D) intense focus on the customer

Answer: D

117) The third workshop is devoted to understanding how total quality management defines the term *customer*. This definition includes _____.

117) _____

- A) only those who register a specific complaint regarding a product or service
- B) only those who purchase the organization's products or services
- C) suppliers and purchasers, but not company employees
- D) all those who interact with the organization's products or services

Answer: D

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

118) Which two historical events were especially significant to the study of management? Describe these events and discuss how they helped develop the management profession.

Answer: Two historical events are especially significant to the study of management. First, in 1776, Adam Smith published *The Wealth of Nations*, in which he argued the economic advantages that organizations and society would gain from the **division of labor** (or job specialization). The division of labor involved the breakdown of jobs into narrow and repetitive tasks. Smith's work showed that division of labor increased productivity by increasing each worker's skill and dexterity. It also saved time lost in changing tasks, and it encouraged the development of labor-saving inventions and machinery. Division of labor continues to be popular as a principle for managing work.

The second important event is the **Industrial Revolution**, which started in the late eighteenth century.

During the Industrial Revolution, machine power was substituted for human power. This made it more economical to manufacture goods in factories rather than at home. The shift to factory work increased the need for management professionals. Large efficient factories needed managers to forecast demand and to ensure that enough material was on hand to make products. Managers were also needed to assign tasks to people and to direct daily activities. The increase in human power was substituted for managers in turn necessitated the development of formal theories to guide managers in running large organizations.

119) In a short essay, discuss Frederick Taylor's work in scientific management. Next, list Taylor's four principles of management.

Answer: Frederick Taylor did most of his work at the Midvale and Bethlehem Steel Companies in Pennsylvania. As a mechanical engineer with a Quaker and Puritan background, he was continually appalled by workers' inefficiencies. Employees used vastly different techniques to do the same job. They were inclined to "take it easy" on the job, and Taylor believed that worker output was only about one-third of what was possible. Virtually no work standards existed. Workers were placed in jobs with little or no concern for matching their abilities and aptitudes with the tasks they were required to do. Managers and workers were in continual conflict. Taylor set out to correct the situation by applying the scientific method to shop floor jobs. He spent more than two decades passionately pursuing the "one best way" for each job to be done.

Taylor's Four Principles of Management

- a. Develop a science for each element of an individual's work, which will replace the old rule-of-thumb method.
- b. Scientifically select and then train, teach, and develop the worker.
- c. Heartily cooperate with the workers so as to ensure that all work is done in accordance with the principles of the science that has been developed.
- d. Divide work and responsibility almost equally between management and workers. Management takes over all work for which it is better fitted than the workers.

120) In a short essay, discuss the work in scientific management done by Frank and Lillian Gilbreth.

Answer: Frank Gilbreth is probably best known for his experiments in bricklaying. By carefully analyzing the bricklayer's job, he reduced the number of motions in laying exterior brick from 18 to about 5, and on laying interior brick the motions were reduced from 18 to 2. Using the Gilbreth's techniques, the bricklayer could be more productive on the job and less fatigued at the end of the day. The Gilbreths were among the first researchers to use motion pictures to study hand-and-body motions and the amount of time spent doing each motion. Wasted motions missed by the naked eye could be identified and eliminated. The Gilbreths also devised a classification scheme to label 17 basic hand motions, which they called therbligs. This scheme allowed the Gilbreths a more precise way of analyzing a worker's exact hand movements.

121) In a short essay, discuss the work of Henri Fayol as it relates to the general administrative approach to management. Next, list and discuss 7 of Fayol's 14 principles of management.

Answer: Fayol described the practice of management as something distinct from accounting, finance, production, distribution, and other typical business functions. He argued that management was an activity common to all human endeavors in business, in government, and even in the home. He then proceeded to state 14 principles of management—fundamental rules of management that could be taught in schools and applied in all organizational situations.

Fayol's 14 Principles of Management

1. Division of work—specialization increases output by making employees more efficient.
2. Authority—managers must be able to give orders and authority, gives them this right.
3. Discipline—employees must obey and respect the rules that govern the organization.

4. Unity of command—every employee should receive orders from only one superior.
5. Unity of direction—the organization should have a single plan of action to guide managers and workers.
6. Subordination of individual interests to the general interest—the interests of any one employee or group of employees should not take precedence over the interests of the organization as a whole.
7. Remuneration—workers must be paid a fair wage for their services.
8. Centralization—this term refers to the degree to which subordinates are involved in decision making.
9. Scalar chain—the line of authority from top management to the lowest ranks is the scalar chain.
10. Order—people and materials should be in the right place at the right time.
11. Equity—managers should be kind and fair to their subordinates.
12. Stability of tenure of personnel—management should provide orderly personnel planning and ensure that replacements are available to fill vacancies.
13. Initiative—employees who are allowed to originate and carry out plans will exert high levels of effort.
14. Esprit de corps—promoting team spirit will build harmony and unity within the organization.

122) Describe the six elements of Max Weber's model of bureaucracy. Explain the significance of each.

Answer: In Max Weber's model, an ideal bureaucracy contains six elements. The first of these is a **division of labor**, through which jobs are broken down into simple, routine, and well-defined tasks. The second element is an **authority hierarchy**, in which job positions are organized within a clear chain of command. The third element is **formal selection**, through which personnel are selected for jobs based on their technical qualifications.

The fourth element of Weber's model is **formal rules and regulations**. Weber believed that a bureaucracy should be organized according to a system of written rules and standard operating procedures. Fifth, Weber believed that bureaucracies should be characterized by **impersonality**. Through this element, rules and controls could be applied in a uniform way, not according to individual personalities. Finally, Weber's bureaucratic model includes a sixth element: **career orientation**. Weber saw managers not as owners of the units they manage, but instead as career professionals.

123) In a short essay, describe the Hawthorne Studies. Next, discuss the role of Elton Mayo in these studies and list some of the findings of his research.

Answer: Without question, the most important contribution to the developing organizational behavior field came from the Hawthorne Studies, a series of studies conducted at the Western Electric Company Works in Cicero, Illinois. Western Electric industrial engineers initially designed these studies as a scientific management experiment. They wanted to examine the effect of various illumination levels on worker productivity. Based on their research, it was concluded that illumination intensity was not directly related to group productivity.

In 1927, the Western Electric engineers asked Harvard professor Elton Mayo and his associates to join the study as consultants. Through additional research, Elton Mayo concluded that group influences affected individual behavior, that group standards establish individual worker output, and that money is less a factor in determining output than are group standards, group sentiments, and security. These conclusions led to a new emphasis on the human behavior factor in the functioning of organizations and the attainment of their goals.

124) In a short essay, explain three primary ways in which the systems approach contributes to our understanding of management.

Answer: The systems approach contributes to our understanding of management first by helping us to understand that organizations are made up of interdependent factors. As managers coordinate work activities in the various units of the organization, they must ensure that all of the interdependent units are working together so that the organization's goals can be achieved. The systems approach recognizes that an organization's overall performance is dependent upon the efforts of many units

working together. one organizational area will affect others and vice versa. For example, if the purchasing department of a company doesn't acquire the right quantity and quality of inputs, that company's production department will not be able to do its job effectively.

Second, the systems approach helps us to understand that decisions and actions taken in Third, the systems approach recognizes that organizations are not self-contained. They rely on their environments for essential inputs. They also use their environments as outlets to absorb their outputs. No organization can survive for long if it ignores government regulations, supplier relations, or the varied external constituencies upon which it depends.

125) Describe four popular variables established by the contingency approach. Explain how each variable might affect management approaches in different organizations. Provide an example of each.

Answer: One important contingency variable is the **size** of an organization. As the size of an organization increases, so do the problems of coordination. For instance, the type of organization structure appropriate for an organization of 50,000 employees is likely to be inefficient for an organization of 50 employees. A very large organization might require a more hierarchical management structure. A small organization, on the other hand, might thrive with less hierarchy in its management structure.

A second popular contingency variable concerns the **routineness of task technology**. To achieve its purpose, an organization must use technology. Routine technologies require organizational structures, leadership styles, and control systems that differ from those required by customized or nonroutine technologies. An auto manufacturing plant, for instance, might use routine technologies such as robots to perform automated work. These robots would require a much different type of management than would be required within a service business, such as a fast food restaurant, where employees' customer service performance must be supervised.

A third contingency variable is **environmental uncertainty**. The degree of uncertainty caused by environmental changes influences the management process. What works best in a stable and predictable environment may be totally inappropriate in a rapidly changing and unpredictable environment. A company that is going through a merger, for instance, might require its managers to focus on helping employees cope with management transitions. A company that is in a more stable environment might encourage its managers to focus on employee productivity and company growth.

A fourth contingency variable concerns **individual differences**. Individuals differ in terms of their desire for growth, autonomy, tolerance of ambiguity, and expectations. These and other individual differences are particularly important when managers select motivation techniques, leadership styles, and job designs. An individual who desires a great deal of autonomy on the job might need to be managed in a very "hands off" style, for example. An individual who is very motivated by team success might need to have his or her work activities structured to involve a great deal of group interaction.

126) List and briefly explain the Islamic managerial perspectives.

Answer: 1- Work is an act of worship: In Islam, worship is not confined to ritual practices such as prayers and fasting, but has a broader understanding.

2- Responsibility of employees - work as trust (Amana): Amana means being faithful to the employer and the organization.

3- Reliance on own self: Islam encourages work and hence the importance of depending on one's self in work.

4- Responsibility of employers - proper placement: Assigning each person job tasks that match his or her skills and talents is very important.

5- Responsibility of employers - fairness and humane treatment of employees: Employees are respected and have the right to receive fair and timely wages.

6- Quality (Itqan): One should not only do a 'good enough' job; He or she should try their best to produce a high quality product and deliver a high quality service.

7- Consultative (Shura): This is a major pillar in Islamic political thinking, but it also has implications on on business decision making organizations.

127) Is there an Arab theory of management. Why or why not?

Answer: Because of the differences in theory and practice from one Arab context to the next, it has been difficult to come up with one single theory of Arab management. While some would rightfully acknowledge the role of Islam in shaping Arab managerial perspectives and behavior, the presence of many other religions, races, and cultural traditions, means that Islamic managerial perspectives cannot be presented as representing the only Arab theory of management. For example, Christians have significant presence in countries such as Lebanon and Egypt. In addition to religion, there has been a significant role for tribal culture, colonial bureaucracies, western influence, government interventions, and political constraints. These factors play differently in different Arab contexts and, accordingly, Arab managerial thinking and behavior tend to differ, sometimes significantly and sometimes marginally, from one country to another.

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- 115) D
- 116) D
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118) Two historical events are especially significant to the study of management. First, in 1776, Adam Smith published *The Wealth of Nations*, in which he argued the economic advantages that organizations and society would gain from the **division of labor** (or job specialization). The division of labor involved the breakdown of jobs into narrow and repetitive tasks. Smith's work showed that division of labor increased productivity by increasing each worker's skill and dexterity. It also saved time lost in changing tasks, and it encouraged the development of labor-saving inventions and machinery. Division of labor continues to be popular as a principle for managing work.

The second important event is the **Industrial Revolution**, which started in the late eighteenth century. During the Industrial Revolution, machine power was substituted for human power. This made it more economical to manufacture goods in factories rather than at home. The shift to factory work increased the need for management professionals. Large efficient factories needed managers to forecast demand and to ensure that enough material was on hand to make products. Managers were also needed to assign tasks to people and to direct daily activities. The increase in managers in turn necessitated the development of formal theories to guide managers in running large organizations.

119) Frederick Taylor did most of his work at the Midvale and Bethlehem Steel Companies in Pennsylvania. As a mechanical engineer with a Quaker and Puritan background, he was continually appalled by workers' inefficiencies. Employees used vastly different techniques to do the same job. They were inclined to "take it easy" on the job, and Taylor believed that worker output was only about one-third of what was possible. Virtually no work standards existed. Workers were placed in jobs with little or no concern for matching their abilities and aptitudes with the tasks they were required to do. Managers and workers were in continual conflict. Taylor set out to correct the situation by applying the scientific method to shop floor jobs. He spent more than two decades passionately pursuing the "one best way" for each job to be done.

Taylor's Four Principles of Management

- a. Develop a science for each element of an individual's work, which will replace the old rule-of-thumb method.
 - b. Scientifically select and then train, teach, and develop the worker.
 - c. Heartily cooperate with the workers so as to ensure that all work is done in accordance with the principles of the science that has been developed.
 - d. Divide work and responsibility almost equally between management and workers. Management takes over all work for which it is better fitted than the workers.
- 120) Frank Gilbreth is probably best known for his experiments in bricklaying. By carefully analyzing the bricklayer's job, he reduced the number of motions in laying exterior brick from 18 to about 5, and on laying interior brick the motions were reduced from 18 to 2. Using the Gilbreth's techniques, the bricklayer could be more productive on the job and less fatigued at the end of the day. The Gilbreths were among the first researchers to use motion pictures to study hand-and-body motions and the amount of time spent doing each motion. Wasted motions missed by the naked eye could be identified and eliminated. The Gilbreths also devised a classification scheme to label 17 basic hand motions, which they called therbligs. This scheme allowed the Gilbreths a more precise way of analyzing a worker's exact hand movements.

- 121) Fayol described the practice of management as something distinct from accounting, finance, production, distribution, and other typical business functions. He argued that management was an activity common to all human endeavors in business, in government, and even in the home. He then proceeded to state 14 principles of management—fundamental rules of management that could be taught in schools and applied in all organizational situations.

Fayol's 14 Principles of Management

1. Division of work—specialization increases output by making employees more efficient.
 2. Authority—managers must be able to give orders and authority, gives them this right.
 3. Discipline—employees must obey and respect the rules that govern the organization.
 4. Unity of command—every employee should receive orders from only one superior.
 5. Unity of direction—the organization should have a single plan of action to guide managers and workers.
 6. Subordination of individual interests to the general interest—the interests of any one employee or group of employees should not take precedence over the interests of the organization as a whole.
 7. Remuneration—workers must be paid a fair wage for their services.
 8. Centralization—this term refers to the degree to which subordinates are involved in decision making.
 9. Scalar chain—the line of authority from top management to the lowest ranks is the scalar chain.
 10. Order—people and materials should be in the right place at the right time.
 11. Equity—managers should be kind and fair to their subordinates.
 12. Stability of tenure of personnel—management should provide orderly personnel planning and ensure that replacements are available to fill vacancies.
 13. Initiative—employees who are allowed to originate and carry out plans will exert high levels of effort.
 14. Esprit de corps—promoting team spirit will build harmony and unity within the organization.
- 122) In Max Weber's model, an ideal bureaucracy contains six elements. The first of these is a **division of labor**, through which jobs are broken down into simple, routine, and well-defined tasks. The second element is an **authority hierarchy**, in which job positions are organized within a clear chain of command. The third element is **formal selection**, through which personnel are selected for jobs based on their technical qualifications.

The fourth element of Weber's model is **formal rules and regulations**. Weber believed that a bureaucracy should be organized according to a system of written rules and standard operating procedures. Fifth, Weber believed that bureaucracies should be characterized by **impersonality**. Through this element, rules and controls could be applied in a uniform way, not according to individual personalities. Finally, Weber's bureaucratic model includes a sixth element: **career orientation**. Weber saw managers not as owners of the units they manage, but instead as career professionals.

- 123) Without question, the most important contribution to the developing organizational behavior field came from the Hawthorne Studies, a series of studies conducted at the Western Electric Company Works in Cicero, Illinois. Western Electric industrial engineers initially designed these studies as a scientific management experiment. They wanted to examine the effect of various illumination levels on worker productivity. Based on their research, it was concluded that illumination intensity was not directly related to group productivity.

In 1927, the Western Electric engineers asked Harvard professor Elton Mayo and his associates to join the study as consultants. Through additional research, Elton Mayo concluded that group influences affected individual behavior, that group standards establish individual worker output, and that money is less a factor in determining output than are group standards, group sentiments, and security. These conclusions led to a new emphasis on the human behavior factor in the functioning of organizations and the attainment of their goals.

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