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Name:_____ Class:_____ Date:_____

Chapter 1 Understanding The Manager's Job

1. What is defined as a set of activities directed at an organization's resources with the aim of achieving organizational goals in an efficient and effective manner?
   a. Economics
   b. Planning
   c. Management
   d. Operations
   e. Divestment

ANSWER: c

2. Which of the following helps make the management process efficient?
   a. Increasing overhead production costs
   b. Using resources in a cost-effective manner
   c. Making management decisions independently of the organization's external environment
   d. Using the majority of resources for sales promotion activities
   e. Using micromanagement techniques

ANSWER: b

3. A management process is considered to be effective when
   a. overhead production costs decrease.
   b. the right decisions are made and implemented.
   c. decisions are made independently of the organization's external environment.
   d. the same amount of resources are allocated to all the functions of the organization.
   e. the organization is highly centralized.

ANSWER: b

4. One of the titles found in the group of middle managers is
   a. director.
   b. vice president.
   c. supervisor.
   d. office manager.
   e. plant manager.

ANSWER: e

5. Which of the following statements about top managers is true?
   a. They are the largest group of managers in most organizations.
   b. They officially represent their organization to the external environment.
   c. They primarily oversee the day-to-day operations of an organization.
   d. They supervise and coordinate the activities of first-line managers.
   e. They supervise and coordinate the activities of operating employees.

ANSWER: b

6. Which of the following is the role of top managers in an organization?
   a. Overseeing day-to-day operations
   b. Performing routine administrative tasks

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c. Implementing plans of first-line managers
d. Creating organizational goals and overall strategy
e. Coordinating the work of first-line managers

ANSWER: d

7. Who would be responsible for making decisions about activities such as investing in research and development (R&D) and entering or abandoning various markets?
a. Division heads
b. Limited partners
c. First-line managers
d. Middle managers
e. Top managers

ANSWER: e

8. A common middle-management title is
a. chief executive officer (CEO).
b. division head.
c. supervisor.
d. line manager.
e. coordinator.

ANSWER: b

9. Which is likely to be the largest group of managers in most organizations, who are primarily responsible for implementing the policies and plans of an organization.
a. Middle managers
b. Top managers
c. The members of the board of directors
d. First-line managers
e. Floor supervisors

ANSWER: a

10. First-line managers
a. are primarily responsible for implementing the policies and plans developed by top managers.
b. make decisions about activities such as acquiring other companies and entering or abandoning various markets.
c. officially represent their organization to the external environment.
d. create the organization's goals, overall strategy, and operating policies.
e. handle administrative duties.

ANSWER: e

11. In which area do first-line managers spend the majority of their time?
a. Implementing policies made by top managers
b. Creating overall organizational strategies and goals
c. Representing their organization to the external environment

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d. Supervising the work of their subordinates
e. Making decisions about activities such as acquiring other companies and entering or abandoning various markets

ANSWER: d

12. What is the primary responsibility of a manager within an organization?
a. To maximize the profitability of the organization
b. To get consumers and clients to buy the organization's products and services
c. To ensure consistent quality of all output
d. To use organizational resources to help the organization achieve its goals
e. To attract investors

ANSWER: d

13. Who is responsible for new product development, promotion, and distribution within an organization?
a. Financial managers
b. Operations managers
c. Marketing managers
d. Administrative managers
e. Public relations managers

ANSWER: c

14. Even though she is considered to be a manager, Kamiya is not involved in any specific area of the hospital where she works. Kamiya is familiar with all areas and helps managers from other areas work together to achieve their goals. Which type of manager is Kamiya?
a. Administrative
b. First-line
c. Financial
d. Chief executive office
e. Human Resources

ANSWER: a

15. Julius has met with several managers in the organization and is now setting up various training programs for their departments. In addition, Julius also manages his staff to meet hiring and recruitment responsibilities. Which area of the organization does Julius manage?
a. Administrative
b. Marketing
c. Financial resources
d. Operations
e. Human resources

ANSWER: e

16. Which of the following involves selecting a course of action from a set of alternatives?
a. Divesting
b. Controlling

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c. Leading
d. Decision making
e. Organizing

ANSWER: d

17. Determining how a company's activities and resources are to be grouped is called
a. leading.
b. controlling
c. divesting.
d. planning.
e. organizing.

ANSWER: e

18. Andre works with Beta Pharmaceuticals Inc. He is primarily responsible for overseeing production activities, including decisions such as the number of product units that need to be manufactured, the overall functioning of the production plants, and the quality of products. Andre is most likely to be a(n) _____ manager.
a. operations
b. marketing
c. human resources
d. sales
e. public relations

ANSWER: a

19. A typical responsibility of operations managers includes
a. inventory control.
b. sales promotion.
c. accounting.
d. employee development.
e. benefit systems development.

ANSWER: a

20. In its simplest form, _____ means setting an organization's goals and deciding how best to achieve them.
a. coordinating
b. leading
c. organizing
d. controlling
e. planning

ANSWER: e

21. Which of the following would be included in the management function of planning?
a. Selecting the course of action most likely to lead to success
b. Monitoring progress toward the achievement of goals
c. Motivating others to higher levels of achievement
d. Communicating company policies to subordinates

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e. Organizing people and resources

ANSWER: a

22. Which type of managers work in areas such as new product development, promotion, and distribution?
a. Human resources
b. Marketing
c. Plant
d. Operations
e. Finance

ANSWER: b

23. Which type of managers are typically involved in recruiting and selecting employees, training and development, designing compensation and benefit systems, formulating performance appraisal systems, and discharging low-performing and problem employees?
a. Operations
b. Human resources
c. Plant
d. Marketing
e. Finance

ANSWER: b

24. Which type of managers work at getting consumers and clients to buy the organization's products or services?
a. Operations
b. Marketing
c. Regional
d. Financial
e. Human resources

ANSWER: b

25. Which type of managers are concerned with creating and managing the systems that create an organization's products and services?
a. Marketing
b. Human resources
c. Financial
d. Operations
e. First-line

ANSWER: d

26. Which type of managers are not associated with any particular management specialty?
a. Office managers
b. Floor supervisors
c. Public relations managers
d. Operations managers
e. Administrative managers

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ANSWER: e

27. Which management function is the set of processes used to get members of an organization to work together to further the interests of the organization?

a. Planning
b. Organizing
c. Controlling
d. Leading
e. Decision making

ANSWER: d

28. The final phase of the management process is _____, which involves monitoring the organization's progress toward its goals.

a. planning
b. organizing
c. leading
d. controlling
e. decision making

ANSWER: d

29. Which of the following positions would be considered a specialized management position and would work to enhance the image of the organization with the public?

a. Human resources manager
b. Public relations manager
c. Hospital administrator
d. Accountant
e. Marketing manager

ANSWER: b

30. The management at Loft Corp. has introduced new employment policies. The managers are now tracking and monitoring the implementation of the new policies. Which of the following management functions is illustrated in the scenario?

a. Decision making
b. Controlling
c. Organizing
d. Leading
e. Planning

ANSWER: b

31. The skills necessary to accomplish or understand the specific kind of work done in an organization are called _____ skills.

a. diagnostic
b. time management
c. conceptual

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d. technical
e. decision-making

ANSWER: d

32. The abilities of managers to think in the abstract are referred to as:
a. time management skills.
b. technical skills.
c. conceptual skills.
d. interpersonal skills.
e. communication skills.

ANSWER: c

33. Technical skills
a. are more important than any other skill for top managers.
b. are nonspecific and broad.
c. depend on a manager's ability to think in the abstract.
d. are especially important for first-line managers.
e. are used the most when making organizational policies.

ANSWER: d

34. When a manager answers a subordinate's question regarding the process of creating a report from raw data, they are relying on their _____ skills.
a. abstract
b. technical
c. time management
d. decision-making
e. interpersonal

ANSWER: b

35. Janel is considering the realignment of workstations on the plant floor. She feels this will lead to improved productivity and make the work easier for her employees. Which management skill is Janel using as she develops this plan?
a. Controlling
b. Organizing
c. Leading
d. Time management
e. Soldiering

ANSWER: b

36. Which management function is considered to be the most important and the most challenging of all managerial activities?
a. Controlling
b. Organizing
c. Leading

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d. Time management
e. Soldiering

ANSWER: c

37. The ability to motivate others is a(n) _____ skill.
a. conceptual
b. technical
c. communication
d. interpersonal
e. diagnostic

ANSWER: d

38. Ugar works with many levels of management within his organization. He also meets with suppliers and customers. To be effective at his job, Ugar must have strong _____ skills.
a. time management
b. spatial
c. interpersonal
d. conceptual
e. diagnostic

ANSWER: c

39. Kaia, a manager, studied the performances of the various business units of her organization. After making an assessment, Kaia came to the conclusion that the overall costs of the organization can be reduced by integrating the functions of two of the business units. This scenario illustrates Kaia's _____ skills.
a. technical
b. time management
c. social
d. interpersonal
e. conceptual

ANSWER: e

40. Which type of skills refers to the abilities of managers to visualize the most appropriate response to a situation?
a. Social
b. Interpersonal
c. Technical
d. Diagnostic
e. Communication

ANSWER: d

41. Which type of skills refers to a manager's abilities to both effectively convey ideas and information to others and effectively receive ideas and information from others?
a. Technical
b. Abstract
c. Communication

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d. Diagnostic
e. Conceptual

ANSWER: c

42. When a manager writes an email to their employees that provides details about the upcoming annual company picnic, the manager is most likely to be using _____ skills.
a. conceptual
b. technical
c. communication
d. abstract
e. spatial

ANSWER: c

43. Marah, a manager, has postponed the task of preparing a report while she has one of her employees research some data. While she is waiting for the data, Marah is meeting with a supplier instead. This scenario illustrates Marah's _____ skills.
a. conceptual
b. spatial
c. management
d. technical
e. abstract

ANSWER: c

44. Kumar realizes that many employees are leaving the organization. He identifies inconvenient work schedules and some of the new employment policies as the causes. Kumar decides to introduce better policies and flexible work hours to reduce employee turnover. This scenario illustrates Kumar's _____ skills.
a. mechanical
b. technical
c. diagnostic
d. spatial
e. time management

ANSWER: c

45. Which skills refer to a manager’s ability to prioritize work, to work efficiently, and to delegate work appropriately?
a. Diagnostic
b. Commanding
c. Decision-making
d. Time management
e. Conceptual

ANSWER: d

46. Atmir reviewed the proposal submitted by his employee. Although all the numbers added up, Atmir's instinct told him there was something wrong. The ability of a manager to use intuition, experience, and instinct in management decisions is referred to as
a. diagnostic ability.

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b. Leadership.
c. conceptual decision making.
d. the art of management.
e. theoretical knowledge.

ANSWER: d

47. A manager who uses the scientific approach to management when making decisions is most likely relying on
a. instincts.
b. stereotypes
c. personal experience.
d. intuition.
e. logic.

ANSWER: e

48. A _____is a conceptual framework for organizing knowledge and providing a blueprint for action.
a. strategy
b. mnemonic
c. prediction
d. theory
e. doctrine

ANSWER: d

49. Why is it important for managers to study history?
a. History can provide a conceptual framework for organizing knowledge.
b. Understanding historical context can provide a blueprint for action.
c. The historical context can help managers avoid the mistakes of others.
d. History can provide a mechanistic point of view of management.
e. All modern-day problems have already occurred and have been resolved.

ANSWER: c

50. What is generally true about management theories that are used to build organizations and guide them to their goals?
a. They are grounded in reality.
b. They are abstract.
c. They are simple.
d. They are scientific in nature.
e. They are complex but accurate.

ANSWER: a

51. How can managers use knowledge of theory and history in contemporary organizations?
a. As the basis for new, personal theories
b. As abstract ideas
c. To apply rules of scientific management to current issues being faced
d. As a way to set organizational goals

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e. As simple answers to complex problems

ANSWER: a

52. When employees deliberately work at a slower pace than their capabilities, it is called
a. soldiering.
b. persevering.
c. controlling.
d. planning.
e. deceiving.

ANSWER: a

53. Scientific management focuses on
a. improving the performance of individual workers.
b. increasing employee turnover.
c. analyzing the external rather than the internal environment of an organization.
d. encouraging soldiering among employees.
e. increasing overhead costs.

ANSWER: a

54. Lillian Gilbreth's work in scientific management resulted in substantive contributions to
a. the contingency perspective.
b. personnel management.
c. administrative management.
d. Theory X and Theory Y.
e. the Hawthorne studies.

ANSWER: b

55. The first person to identify the managerial functions of planning, organizing, leading, and controlling was
a. Elton Mayo.
b. Lillian Gilbreth.
c. Henri Fayol.
d. Hugo Münsterberg .
e. Mary Parker Follett.

ANSWER: c

56. Which of the following focuses on the management of the entire organization as opposed to the jobs of individual workers?
a. The contingency perspective
b. Scientific management
c. Administrative management
d. Theory X
e. The behavioral management perspective

ANSWER: c

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Chapter 1 Understanding The Manager's Job

57. Which of the following statements about administrative management is true?
    a. It deals with the jobs of individual employees.
    b. It was first introduced by Frank and Lillian Gilbreth.
    c. It focuses solely on combating soldiering.
    d. It encompasses the concepts of planning, organizing, leading, and controlling.
    e. It is generally concerned with helping the organization produce its products or services more efficiently.

ANSWER: d

58. The two distinct branches of the _____ perspective are scientific management and administrative management.
    a. behavioral management
    b. systems
    c. classical management
    d. quantitative management
    e. contingency

ANSWER: c

59. Which of the following statements about the behavioral management perspective is true?
    a. It was first introduced by Max Weber.
    b. It viewed jobs and organizations from a mechanistic point of view.
    c. It was influenced by the industrial psychology movement.
    d. It essentially dealt with job specialization techniques.
    e. It slighted the role of the individual in organizations.

ANSWER: c

60. Max Weber's work, based on a rational set of guidelines for structuring organizations in the most efficient manner, is based on which organizational norm?
    a. Specialization
    b. Bureaucracy
    c. Group processes
    d. Human fulfillment
    e. Integration

ANSWER: b

61. Early advocates of the classical management perspective viewed organizations and jobs from an essentially _____ point of view.
    a. mechanistic
    b. behavioral
    c. humanistic
    d. systematic
    e. contingent

ANSWER: a

62. Who is recognized as the father of industrial psychology based on his belief that psychologists can make valuable contributions in the areas of training, employee selection, and motivation?

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a. Douglas McGregor
b. Elton Mayo
c. Abraham Maslow
d. Hugo Münsterberg
e. Henri Fayol

ANSWER: d

63. The management pioneer who performed the Hawthorne studies at Western Electric was
a. Lillian Gilbreth.
b. Elton Mayo.
c. Henry Gantt.
d. Frank Gilbreth.
e. Frederick W. Taylor.

ANSWER: b

64. In the Hawthorne studies, workers who overproduced were branded as
a. operators.
b. squealers.
c. rate busters.
d. chiselers.
e. producers.

ANSWER: c

65. Which of the following was one of the findings of the Hawthorne studies?
a. Workers tend to underperform when they are given special attention or supervision.
b. Higher pay and incentives are more important to workers than social acceptance.
c. All the workers in a group work toward achieving productivity targets set by supervisors.
d. Both individual and social processes play major roles in shaping worker behavior.
e. Workers in all groups tend to encourage and support members who are over productive.

ANSWER: d

66. Which of the following is a Theory Y assumption?
a. Social processes do not influence the performance of workers.
b. People are not internally motivated to achieve their goals.
c. People do not naturally dislike work.
d. People prefer to be directed, to avoid responsibility, and to want security.
e. People perform better when they are threatened by the manager.

ANSWER: c

67. Which of the following assumptions is represented by Theory Y?
a. People prefer to be directed, to avoid responsibility, and to want security.
b. People are bright, but under most organizational conditions, their potential is underutilized.
c. People do not like work and try to avoid it.

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d. The productivity of workers is not affected by social processes at the workplace.

e. Managers need to be coercive to get work done from their workers.

ANSWER: b

68. A Theory Y assumption is that

a. incentives rather than social processes influence workers.

b. managers have to control, direct, coerce, and threaten employees to get them to work toward organizational goals.

c. people prefer to be directed, to avoid responsibility, and to want security; they have little ambition.

d. people are committed to goals to the degree that they receive personal rewards when they reach their objectives.

e. people naturally dislike work and try to avoid it.

ANSWER: d

69. Which of the following proposed that workers respond primarily to the social context of the workplace, including social conditioning, group norms, and interpersonal dynamics?

a. The classical management perspective

b. The human relations movement

c. The systems perspective

d. Management science

e. The contingency perspective

ANSWER: b

70. Which of the following is a Theory X assumption?

a. People will both seek and accept responsibility.

b. Employees work best when managers punish them.

c. People have little ambition.

d. People are internally motivated.

e. People do not naturally dislike work.

ANSWER: c

71. Which of the following takes a holistic view of behavior and draws from psychology, sociology, anthropology, economics, and medicine?

a. Organizational behavior

b. Scientific management

c. Administrative management

d. Systems perspective

e. Contingency perspective

ANSWER: a

72. When a manufacturing plant uses mathematical models to plan production and schedule equipment maintenance, it is drawing upon

a. scientific management.

b. administrative management.

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c. management science.
d. the behavioral management perspective.
e. Theory X assumptions.

ANSWER: c

73. In addition to management science, which of the following is one of the two branches of the quantitative management perspective?
a. Scientific management
b. The human relations movement
c. Organizational behavior
d. The systems perspective
e. Operations management

ANSWER: e

74. The _____ perspective focuses on decision making, cost-effectiveness, mathematical models, and the use of computers.
a. systems
b. behavioral management
c. classical management
d. contingency
e. quantitative management

ANSWER: e

75. Which of the following statements about management science is true?
a. It is part of the classical management perspective.
b. It relies on bureaucratic techniques proposed by Max Weber.
c. It focuses on mathematical representations of reality.
d. It is concerned with improving the performance of individual workers.
e. It introduced the piecework pay system.

ANSWER: c

76. Which of the following statements about operations management is true?
a. It is more statistically sophisticated than management science.
b. It exclusively focuses on improving employee attitudes and behavior.
c. It can be applied more directly to managerial situations than management science.
d. It relies more on mathematical models than management science.
e. It cannot be applied to inventory control and production operations of an organization.

ANSWER: c

77. Which type of management helps organizations produce goods and services more efficiently, and can be applied to a wide range of problems, including queuing theory, break-even analysis, marketing, and human resources?
a. Scientific management
b. Lean manufacturing
c. Behavioral management

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d. The human relations movement
e. Operations management

ANSWER: e

78. How can the classical management perspective be used by managers today?
a. It can be used to develop employees within their field of specialization.
b. It can be used to promote the role of the individual and their contribution to innovation.
c. It is universal and can fit every type of organization.
d. It can be used to manage activity in changing and complex organizations.
e. It can be used in jobs that have efficiency as their primary goal, such as supply chain management.

ANSWER: e

79. Why are behavior management theories still considered important today?
a. They can be used to manage activity in changing and complex organizations.
b. They recognize that most jobs are routine and unchallenging.
c. They are universal and can fit every type of organization.
d. They recognize the value of employees as resources, aiding in retention.
e. They can be used in jobs that have efficiency as their primary goal.

ANSWER: d

80. In which area of the organization are quantitative management perspectives most relevant today?
a. Maximization of manufacturing processes
b. Efficiency
c. Planning and controlling
d. Behavioral processes
e. Developing universal worker guidelines

ANSWER: c

81. In the context of the systems perspective, which of the following would be considered an output?
a. Technological processes
b. Labor skills
c. Services
d. Raw materials
e. Human resources

ANSWER: c

82. In the context of the systems perspective, an input would be
a. human resources.
b. losses.
c. feedback loops.
d. products.
e. services.

ANSWER: a

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83. Relatively new management concepts such as supply chain management and new techniques such as enterprise resource planning evolved from the _____ perspective.

a. quantitative management
b. systems
c. contingency
d. classical management
e. behavioral management

ANSWER: a

84. In the systems perspective, outputs include

a. raw materials.
b. controls.
c. funds.
d. human resources.
e. employee behaviors.

ANSWER: e

85. Which of the following is NOT one of the four basic elements of an organization when viewed as a system?

a. Feedback
b. Inputs
c. Outputs
d. Transformation processes
e. Controls

ANSWER: e

86. Which is a normal process that leads to system decline, and occurs when an organization does not monitor environmental feedback?

a. Economy of scale
b. Synergy
c. Entropy
d. Contingency
e. Symbiosis

ANSWER: c

87. Which of the following suggests that organizational units (or subsystems) may often be more successful working together than working alone?

a. Chiseling
b. Operations management
c. Synergy
d. Entropy
e. Soldiering

ANSWER: c

88. As a manager, Emilio sometimes changes his response to situations based on the situation, or unique elements in a

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situation. Which management perspective does Emilio practice?

a. The classical management perspective
b. Administrative management
c. Scientific management
d. Theory X
e. The contingency perspective

ANSWER: e

89. The _____ perspective suggests that appropriate managerial behavior in a given situation depends on unique elements in that situation.

a. behavioral management
b. quantitative management
c. systems
d. contingency
e. universal

ANSWER: d

90. In the systems perspective, _____ emphasizes the importance of working together in a cooperative and coordinated fashion.

a. synergy
b. entropy
c. contingency
d. diversity
e. uniformity

ANSWER: a

91. A primary objective of management, from a systems perspective, is to continually reenergize the organization to avoid

a. reciprocity.
b. collaboration.
c. diversity.
d. entropy.
e. synergy

ANSWER: d

92. Which perspective states that effective managerial behavior in one situation cannot always be generalized to other situations?

a. The behavioral management
b. Scientific management
c. The contingency perspective
d. Administrative management
e. The systems perspective

ANSWER: c

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Chapter 1 Understanding The Manager's Job

93. Which of the following statements about the contingency perspective is true?
   a. It states that the organizations that are not influenced by their external environments tend to be more successful than others.
   b. It states that effective managerial behavior in one situation cannot always be generalized to other situations.
   c. It states that all employees tend to perform better when they are promised higher incentives.
   d. It states that the behavior of employees at work is not influenced by social processes.
   e. It is a part of the classical perspective of management.

ANSWER: b

94. Which type of system interacts with its environment?
   a. Closed
   b. Subsystems
   c. Open
   d. Those experiencing entropy
   e. Those based on quantitative methods

ANSWER: c

95. Avec runs an organization that is in a rapidly changing environment. Which management perspective should Avec take when planning how to respond to changes in the environment?
   a. Administrative
   b. Behavioral
   c. Systems
   d. Contingency
   e. Humanistic

ANSWER: d

96. According to the systems perspective, the marketing, production, or finance functions of a company would all be considered
   a. closed.
   b. subsystems.
   c. open.
   d. marginal.
   e. synergistic.

ANSWER: b

97. The purchasing department at a printing business begins buying higher quality and more expensive paper. This leads to higher costs and cash flow problems identified by the finance department. Marketing notes that prices must be increased slightly, but that customer satisfaction improves, leading to more sales. According to the systems perspective, this scenario is an illustration of a subsystem with
   a. independence.
   b. interdependence.
   c. entropy.
   d. synergy.
   e. efficiency.

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ANSWER: b

98. Zereth recently made a lateral move in the company and now oversees a new department. She mentioned to a friend that the management style she used in her former department is falling flat with her new staff. They do not seem to respond to the same sorts of incentives, and she is looking for new ways to motivate and encourage them. Zereth's experience is consistent with which view of management?

a. The classical theory
b. The behavioral theory
c. The contingency perspective
d. The systems perspective
e. The humanistic perspective

ANSWER: c

99. Which of the following statements best reflects contemporary management trends?

a. More and more organizations are using quality as a basis for competition.
b. The service sector of the economy has steadily declined.
c. Younger people entering the workforce over the past 20 to 30 years are more devoted to work and more willing to adapt.
d. The emphasis on business ethics has declined.
e. The emphasis on management of diversity has declined.

ANSWER: a

100. Improving the quality of products and services tends to increase

a. inertia.
b. entropy.
c. latency.
d. productivity.
e. divestment.

ANSWER: d

101. The _____ perspective places emphasis on individual attitudes.

a. contingency
b. systems
c. quantitative management
d. classical management
e. behavioral management

ANSWER: e

102. Ramkumar is the head of human resources at a large firm. For the past few years, his firm has had a difficult time hiring and retaining employees. What can Ramkumar do to better attract and retain today's workers?

a. Provide new and different incentives.
b. Use groups to keep people motivated and interested in work.
c. Build a large corporate campus to foster a sense of community.
d. Eliminate their presence on social media.

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e. Offer a bonus for the elimination of entropy.

ANSWER: a

103. Ugar is a manager who likes change. When people become complacent, he tries to shake things up to reenergize them. How does Ugar likely see change management?

a. As a cause for alarm
b. As a motivational tool
c. As a way to improve the organization's social media reputation
d. As an opportunity
e. As a way to attract new, long-term workers

ANSWER: d

104. Teresita has several open positions at her firm. What could Teresita's firm offer Millennial candidates to attract them to her firm?

a. Flexibility in work arrangements
b. Structure
c. Long-term opportunity
d. Strong corporate identity
e. Uniformity

ANSWER: a

105. What is the term that describes differences among people?

a. Norms
b. Synergy
c. Culture
d. Ethics
e. Diversity

ANSWER: e

106. What is often at the center of debates on ethics and social responsibility?

a. Norms
b. Corporate governance
c. Quality
d. Service
e. Workers' rights

ANSWER: b

107. Which of the following influences patterns of work-related behavior and attitudes toward work?

a. Norms
b. Organizational configuration
c. Quality
d. Social responsibility
e. Workers' rights

ANSWER: a

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108. Describe the four management functions.

ANSWER: Regardless of level or area, management involves the four basic functions of planning and decision making, organizing, leading, and controlling.

Planning and Decision Making: In its simplest form, planning means setting an organization's goals and deciding how best to achieve them. Decision making, a part of the planning process, involves selecting a course of action from a set of alternatives. Planning and decision making help managers maintain their effectiveness by serving as guides for their future activities. In other words, the organization's goals and plans clearly help managers know how to allocate their time and resources.

Organizing: Once a manager has set goals and developed a workable plan, his or her next management function is to organize people and the other resources necessary to carry out the plan. Specifically, organizing involves determining how activities and resources are to be grouped.

Leading: The third basic managerial function is leading. Some people consider leading to be both the most important and the most challenging of all managerial activities. Leading is the set of processes used to get members of the organization to work together to further the interests of the organization.

Controlling: The final phase of the management process is controlling, or monitoring the organization's progress toward its goals. As the organization moves toward its goals, managers must monitor progress to ensure that it is performing in such a way as to arrive at its "destination" at the appointed time.

109. Why do managers study management history and theory?

ANSWER: In reality, both theory and history are important to all managers today.

A theory is simply a conceptual framework for organizing knowledge and providing a blueprint for action. Although some theories seem abstract and irrelevant, others appear very simple and practical. Management theories, which are used to build organizations and guide them toward their goals, are grounded in reality. Practically any organization that uses assembly lines is drawing on scientific management. Many organizations use the behavioral perspective to improve employee satisfaction and motivation. And naming a large company that does not use one or more techniques from the quantitative management perspective would be difficult.

Awareness and understanding of important historical developments are also important to contemporary managers. Understanding the historical context of management provides a sense of heritage and can help managers avoid the mistakes of others. Most courses in U.S. history devote time to business and economic developments in this country, including the Industrial Revolution, the early labor movement, and the Great Depression, and to captains of U.S. industry such as Cornelius Vanderbilt (railroads), John D. Rockefeller (oil), and Andrew Carnegie (steel). The contributions of those and other industrialists left a profound imprint on contemporary culture. Many managers are also realizing that they can benefit from a greater understanding of history in general.

110. Discuss the Hawthorne studies in terms of how they were conducted and what the important results were to management practices.

ANSWER: *rate busters*Although Hugo Münsterberg and Mary Parker Follett made major contributions to the development of the behavioral approach to management, its primary catalyst was a series of studies conducted near Chicago at Western Electric's Hawthorne plant between 1927 and 1932. The research, originally sponsored by General Electric, was conducted by Elton Mayo and his associates. Mayo was a faculty member and consultant at Harvard.

The first study involved manipulating illumination for one group of workers and comparing their subsequent

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productivity with the productivity of another group whose illumination was not changed. Surprisingly, when illumination was increased for the experimental group, productivity went up in both groups. Productivity continued to increase in both groups, even when the lighting for the experimental group was decreased. Not until the lighting was reduced to the level of moonlight did productivity begin to decline. Another experiment established a piecework incentive pay plan for a group of nine men assembling terminal banks for telephone exchanges. Mayo and his associates found that the group itself informally established an acceptable level of output for its members. Workers who overproduced were branded *rate busters*, and underproducers were labeled *chiselers.* To be accepted by the group, workers produced at the accepted level. As they approached this acceptable level of output, workers slacked off to avoid overproducing.

Other studies, including an interview program involving several thousand workers, led Mayo and his associates to conclude that human behavior was much more important in the workplace than had been previously believed. In the lighting experiment, for example, the results were attributed to the fact that both groups received special attention and sympathetic supervision for perhaps the first time. The incentive pay plans did not work because wage incentives were less important to the individual workers than was social acceptance in determining output. In short, individual and social processes played major roles in shaping worker attitudes and behavior.

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