Management 4th edition Neck Test Bank

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Management (4th)

ISBN 9781071922101 | Chapter 1: The Basics of Management

Total Questions: 199

Easy

Multiple Choice (20)

Q1. *[Multiple Choice]*

A major responsibility of first–line managers is to _____.

a) produce goods and services
b) set the organization's direction
c) oversee organizational departments or divisions
d) direct daily activities for producing goods and services ✓ correct

Q2. *[Multiple Choice]*

According to LinkedIn, what was the most in–demand technical skill of 2023?

a) graphic design
b) cloud computing ✓ correct
c) tax preparation
d) video processing

Q3. *[Multiple Choice]*

An organization's mission is described as _____.

a) its central purpose ✓ correct
b) the history of the organization
c) the principles of the organization
d) what it hopes to achieve long term

Q4. *[Multiple Choice]*

Before engaging in any form of organizational planning, it is important to have _____.

a) a sustainability plan
b) clearly defined managerial roles
c) a clear sense of the company's purpose ✓ correct
d) customer feedback on the company's products or services

Q5. *[Multiple Choice]*

Being able to effectively communicate and collaborate with others is a _____ skill.

a) growth mindset
b) technical
c) conceptual
d) relational ✓ correct

Q6. *[Multiple Choice]*

Effective critical thinkers must be able to _____.

a) put aside biases ✓ correct
b) connect emotionally with others
c) tune out other perspectives
d) make decisions with limited information

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Q7. *[Multiple Choice]*

One reason why critical thinking is beneficial in the workplace is that people with this skill _____.

a) work harder
b) are generally better communicators
c) excel in building rapport with others
d) are better able to handle difficult situations ✓ correct

Q8. *[Multiple Choice]*

Skills are defined as _____.

a) physical capabilities
b) unique traits that define a person
c) talents or abilities ✓ correct
d) inherent or natural talents

Q9. *[Multiple Choice]*

The main purpose of _____ is to ensure that actual performance meets the goals and expectations that have been set.

a) leading
b) planning
c) organizing
d) controlling ✓ correct

Q10. *[Multiple Choice]*

To be classified as a small organization, the organization must have fewer than _____ employees.

a) 50
b) 100 ✓ correct
c) 150
d) 200

Q11. *[Multiple Choice]*

What skill set is especially important with regard to the leading function of management?

a) communication ✓ correct
b) goal identification
c) resource allocation
d) data analysis

Q12. *[Multiple Choice]*

Which challenge are organizational leaders more likely to face in a post–pandemic era?

a) high inflationary issues
b) managing remote teams ✓ correct
c) consistent policies and procedures
d) motivated and engaged employees

Q13. *[Multiple Choice]*

Which economy is more likely to benefit workers seeking short–term, flexible opportunities?

a) gig ✓ correct
b) mixed
c) market
d) capitalistic

Q14. *[Multiple Choice]*

Which form of technology uses the ability of a machine to mimic tasks comparable to intelligent human–like behavior?

a) machine learning
b) artificial intelligence ✓ correct
c) internet
d) blockchain

Q15. *[Multiple Choice]*

Which kind of flexible work arrangement is more likely to be implemented in a post–pandemic generation?

a) remote ✓ correct
b) job sharing
c) seasonal
d) split agreement

Q16. *[Multiple Choice]*

Which statement is true of most traditional organizations?

a) Most managers in the organization are middle managers.
b) There are more lower level managers than top managers. ✓ correct
c) Reporting responsibilities are often difficult to distinguish.
d) First–line managers spend more time using conceptual skills than other managers.

Q17. *[Multiple Choice]*

Which term is associated with the triple bottom line?

a) places
b) people ✓ correct
c) practice
d) power

Q18. *[Multiple Choice]*

Which type of company practices the 3 Ps and considers profit part of its commitment to caring for its people and the planet?

a) hybrid
b) dual purpose ✓ correct
c) proprietorship
d) partnership

Q19. *[Multiple Choice]*

Which type of manager tends to use conceptual skills the most?

a) top ✓ correct
b) middle
c) first–line
d) low–level

Q20. *[Multiple Choice]*

Which type of work arrangement allows employees to work from home?

a) job sharing
b) remote ✓ correct
c) seasonal
d) split agreement

True/False (4)

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Q21. *[True/False]*

A supportive working environment that prioritizes mental health and well–being is essential for the success of any organization.

a) True ✓ correct
b) False

Correct answer: True

Q22. *[True/False]*

Once an organization's mission, vision, and values have been defined, there is little need to review them again.

a) True
b) False ✓ correct

Correct answer: False

Q23. *[True/False]*

Quiet quitting occurs when an employee consistently puts in maximum effort to fulfill their job responsibilities.

a) True
b) False ✓ correct

Correct answer: False

Q24. *[True/False]*

Some technical skills do not involve the use of technology.

a) True ✓ correct
b) False

Correct answer: True

Easy

Multiple Choice (36)

Q25. *[Multiple Choice]*

Administrative theory focuses on the functions of _____ in an organization.

a) individuals
b) teams
c) management ✓ correct
d) partnerships

Q26. *[Multiple Choice]*

Babbage and Taylor were pivotal in pioneering the _____ approach to management.

a) quantitative ✓ correct
b) qualitative
c) validated
d) reliable

Q27. *[Multiple Choice]*

Babbage found that Luddites were intimidated and threatened by _____.

a) leaders
b) employees
c) rules
d) technology ✓ correct

Q28. *[Multiple Choice]*

Barnard compared management to the human _____ system.

a) skeletal
b) muscular
c) nervous ✓ correct
d) endocrine

Q29. *[Multiple Choice]*

Barnard saw equilibrium as a(n) _____ system.

a) communication
b) authoritative
c) cooperative ✓ correct
d) leadership

Q30. *[Multiple Choice]*

Behavioral science is a _____ method.

a) quantitative
b) qualitative ✓ correct
c) biological
d) statistical

Q31. *[Multiple Choice]*

Entropy leads to the _____ of an organization.

a) success
b) community growth
c) decline ✓ correct
d) leadership growth

Q32. *[Multiple Choice]*

Follett noted that the ideal conflict resolution approach is _____.

a) compromise
b) integration ✓ correct
c) group submission
d) struggle for victory

Q33. *[Multiple Choice]*

Henri Fayol was the first to link good management to _____.

a) division of labor
b) bureaucracy
c) decreased turnover
d) employee motivation ✓ correct

Q34. *[Multiple Choice]*

If someone views workers positively, they likely have a _____ view of workers.

a) Theory X
b) Theory Y ✓ correct
c) humanistic
d) bureaucratic

Q35. *[Multiple Choice]*

In comparison to Taylor's approach, Frank Gilbreth's approach to efficiency was more _____.

a) general
b) detailed ✓ correct
c) numerical
d) universal

Q36. *[Multiple Choice]*

In the context of the "Plan–Do–Act" plan, managers should focus on _____ problems first.

a) the largest ✓ correct
b) the smallest
c) employee
d) clerical

Q37. *[Multiple Choice]*

Lillian Gilbreth's primary focus was on the _____ of managers.

a) thoughts ✓ correct
b) actions
c) behaviors
d) assignments

Q38. *[Multiple Choice]*

Mary Parker Follett and Elton Mayo created the _____ approach.

a) cognitive
b) behaviorist ✓ correct
c) psychodynamic
d) humanistic

Q39. *[Multiple Choice]*

Scientific management uses _____ data.

a) qualitative
b) quantitative ✓ correct
c) questionnaire
d) interpretive

Q40. *[Multiple Choice]*

The _____ involves applying objective methods to make decisions.

a) qualitative method
b) quantitative approach ✓ correct
c) contemporary perspective
d) behavioral perspective

Q41. *[Multiple Choice]*

The _____ theory notes that different approaches should be used to accommodate different organizations and situations.

a) contingency ✓ correct
b) cognitive
c) humanistic
d) behavioral

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Q42. *[Multiple Choice]*

The behaviorist approach focuses on the _____ aspect of management.

a) human ✓ correct
b) physical
c) cultural
d) economical

Q43. *[Multiple Choice]*

The directive method of interviewing uses _____ questions.

a) complex
b) hypothetical
c) open–ended
d) yes or no ✓ correct

Q44. *[Multiple Choice]*

The first management theories originated with _____ philosophers.

a) Roman
b) Greek ✓ correct
c) American
d) Hebrew

Q45. *[Multiple Choice]*

The main concentration area of Charles Babbage's research was _____.

a) factories ✓ correct
b) offices
c) nurses
d) teachers

Q46. *[Multiple Choice]*

The three main management perspectives are quantitative, _____, and contemporary.

a) behavioral ✓ correct
b) qualitative
c) traditional
d) transformative

Q47. *[Multiple Choice]*

Those who hold Theory X views believe that employees are generally _____.

a) interested in improving
b) self–directed
c) likely to soldier ✓ correct
d) hard workers

Q48. *[Multiple Choice]*

What is the term for related smaller structures that combine to make up one whole system?

a) partial systems
b) subsystems ✓ correct
c) open systems
d) microsystems

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Q49. *[Multiple Choice]*

What is the term for when an employee seems to be working efficiently but is actually working as slowly as possible?

a) monitoring
b) soldiering ✓ correct
c) dodging
d) procrastinating

Q50. *[Multiple Choice]*

What is the term that encompasses rules and regulations, leadership hierarchies, and impersonalization?

a) leadership management
b) bureaucracy ✓ correct
c) scientific management
d) leadership science

Q51. *[Multiple Choice]*

When employees began to strike in protest of his recommendations, _____ hired new employees and utilized the “habits of industry,” which later became known as training.

a) Taylor
b) Gantt ✓ correct
c) McGregor
d) Weber

Q52. *[Multiple Choice]*

When social– and market–based energy builds a system, it is known as _____ entropy.

a) positive
b) negative ✓ correct
c) continuous
d) irregular

Q53. *[Multiple Choice]*

Which Greek philosopher challenged the concept of blindly following others by introducing the idea that individuals should think for themselves?

a) Socrates ✓ correct
b) Plutarch
c) Aristotle
d) Plato

Q54. *[Multiple Choice]*

Which Greek philosopher encouraged human self–fulfillment?

a) Socrates
b) Plutarch
c) Aristotle ✓ correct
d) Plato

Q55. *[Multiple Choice]*

Which Greek philosopher first introduced the idea of role models?

a) Plutarch ✓ correct
b) Aristotle
c) Socrates
d) Plato

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Q56. *[Multiple Choice]*

Which action is one of the three functions of an executive that Barnard's theories outline?

a) facilitating collaboration between interdependent subsystems
b) enabling a company to succeed on a global stage
c) encouraging employees to make autonomous decisions
d) providing a system of communication ✓ correct

Q57. *[Multiple Choice]*

Which theorist created the process chart for timing tasks?

a) Taylor
b) McGregor
c) Weber
d) Gantt ✓ correct

Q58. *[Multiple Choice]*

Which theorist described the management of an organization as a bureaucracy?

a) Gantt
b) Taylor
c) Weber ✓ correct
d) McGregor

Q59. *[Multiple Choice]*

Which theory is responsible for creating the balanced approach that is emerging today?

a) contingency ✓ correct
b) cognitive
c) humanistic
d) behavioral

Q60. *[Multiple Choice]*

Who believes that cooperation, purpose, and communication are the three components of any organization and its systems?

a) Taylor
b) Barnard ✓ correct
c) Weber
d) McGregor

True/False (6)

Q61. *[True/False]*

Ford Motor Company invented the assembly line.

a) True ✓ correct
b) False

Correct answer: True

Q62. *[True/False]*

Henry Gantt pioneered the Human Resources field.

a) True
b) False ✓ correct

Correct answer: False

Q63. *[True/False]*
Mary Parker Follett introduced the group principle.

a) True ✓ correct
b) False

Correct answer: True

Q64. *[True/False]*
Mary Parker Follett's approach supported a "power over people" dynamic.

a) True
b) False ✓ correct

Correct answer: False

Q65. *[True/False]*
The Hawthorne studies confirmed that group dynamics do not affect morale.

a) True
b) False ✓ correct

Correct answer: False

Q66. *[True/False]*
The first theorist to connect management style with employee motivation was Henri Fayol.

a) True ✓ correct
b) False

Correct answer: True

Medium

Multiple Choice (23)

Q67. *[Multiple Choice]*
A business decision to recycle products would be affected primarily by the _____ factor of the 3Ps approach.

a) planet ✓ correct
b) profit
c) people
d) productivity

Q68. *[Multiple Choice]*
A freelancer seeking job opportunities is more likely to participate in which type of economy?

a) mixed
b) capitalistic
c) gig ✓ correct
d) market

Q69. *[Multiple Choice]*
A manager is assessing what resources will be needed to achieve one of the goals for the upcoming quarter. The manager is performing which function of management?

a) controlling
b) leading
c) organizing
d) planning ✓ correct

Q70. *[Multiple Choice]*

A manager makes a decision that affects the entire employee population. This manager is a _____ manager.

a) first–line
b) middle
c) top ✓ correct
d) low–level

Q71. *[Multiple Choice]*

An artificial intelligence tool that teaches computers to acquire knowledge from experience is known as _____.

a) machine learning ✓ correct
b) blockchain
c) robotics
d) virtual reality

Q72. *[Multiple Choice]*

An entity created and structured to achieve objectives is known as a(n) _____.

a) division
b) organization ✓ correct
c) network
d) matrix

Q73. *[Multiple Choice]*

Leaders can oversee gig workers by _____.

a) delegating sparsely
b) communicating clearly ✓ correct
c) avoiding conflict
d) micromanaging

Q74. *[Multiple Choice]*

Managers who use artificial intelligence technology in the workplace must be aware of the consequences associated with _____.

a) machine learning
b) employees
c) ethics ✓ correct
d) computers

Q75. *[Multiple Choice]*

One of the main challenges facing managers today is _____.

a) limited flow of ideas among departments ✓ correct
b) lack of defined performance standards
c) limited competition in many industries
d) lack of “new blood” on the team

Q76. *[Multiple Choice]*

Organizations that make decisions based on how the decision affects society and the environment have adopted the _____ approach.

a) natural rewards
b) mission first
c) growth mindset
d) triple bottom line ✓ correct

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Q77. *[Multiple Choice]*

Someone who analyzes a situation from different points of view and makes a decision based on reason and evidence is considered a(n) _____.

a) leader
b) entrepreneur
c) critical thinker ✓ correct
d) constructive thinker

Q78. *[Multiple Choice]*

The department heads of a company are meeting with a marketing consultant. One of the first things the consultant asks is who is responsible for selecting the final course of action. The consultant is trying to identify the person with the _____ role.

a) frontline
b) decisional ✓ correct
c) informational
d) interpersonal

Q79. *[Multiple Choice]*

The ethics and principles of a business communicated through meaningful statements and beliefs are known as _____.

a) missions
b) visions
c) values ✓ correct
d) integrity

Q80. *[Multiple Choice]*

The long–term goals for an organization are its _____.

a) vision ✓ correct
b) mission
c) core values
d) ethics

Q81. *[Multiple Choice]*

What is the defining characteristic of a multinational corporation?

a) has more than 5,000 employees
b) employs individuals from multiple countries
c) operates in multiple countries ✓ correct
d) sells to multiple countries

Q82. *[Multiple Choice]*

What is the defining characteristic of a nonprofit organization?

a) Its revenue is stable from year to year.
b) Employees are unpaid, volunteers are paid.
c) The total number of people working there is less than 500.
d) Profits made are reinvested into the organization. ✓ correct

Q83. *[Multiple Choice]*

When a manager builds relationships with those they work with, they are performing a(n) _____ role.

a) decisional
b) informational
c) improvisational
d) interpersonal ✓ correct

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Q84. *[Multiple Choice]*

When someone says to think like an entrepreneur, they mean you should _____.

a) look for opportunities and take action ✓ correct
b) pursue innovative ideas globally
c) make decisions based on profitability
d) consider data in decision making

Q85. *[Multiple Choice]*

Which activity is an example of quiet quitting?

a) volunteering to do additional duties
b) contributing to team meetings
c) taking on various projects
d) doing the bare minimum at work ✓ correct

Q86. *[Multiple Choice]*

Which characteristic is indicative of a start–up organization?

a) revenue growth that outpaces competitors
b) limited operational history ✓ correct
c) reinvestment of all profits back into the company
d) designed to further the experience of college students

Q87. *[Multiple Choice]*

Which individual is a key influencer on mental health?

a) spouse
b) manager ✓ correct
c) therapist
d) doctor

Q88. *[Multiple Choice]*

Which trait is indicative of a manager with an entrepreneurial mindset?

a) having a lower risk tolerance and “plays it safe”
b) taking ownership for unknown outcomes ✓ correct
c) being honest and forthcoming in communication
d) thinking about the big picture but struggling with details

Q89. *[Multiple Choice]*

_____ is becoming the most in demand–skill employers look for in today’s managers.

a) Critical thinking ✓ correct
b) Communication
c) Elimination of active listening
d) Leadership

True/False (6)

Q90. *[True/False]*

Conceptual, technical, and relational skills are essential skills for managers.

a) True ✓ correct
b) False

Correct answer: True

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Q91. *[True/False]*

Core values play a key role both within the organization and outside the organization.

a) True ✓ correct

b) False

Correct answer: True

Q92. *[True/False]*

Critical thinking has become one of the most desired skills by employers.

a) True ✓ correct

b) False

Correct answer: True

Q93. *[True/False]*

Freelance workers are more likely to participate the gig economy.

a) True ✓ correct

b) False

Correct answer: True

Q94. *[True/False]*

Management is considered a science with clear–cut rules to follow in different situations.

a) True

b) False ✓ correct

Correct answer: False

Q95. *[True/False]*

The primary goal of management is to save the company money.

a) True

b) False ✓ correct

Correct answer: False

Essay (7)

Q96. *[Essay]*

Compare and contrast start–up organizations, multinational corporations, and growth corporations. How are each related to size (number of employees), revenue, and locations? Are they mutually exclusive?

Suggested answer: *Sample response: A start-up organization is any organization that is newly formed. It can be any size, have any range of revenue, and be located in one country or multiple countries. A multinational corporation is any corporation with operations in multiple countries. It can also be of any size, but these companies often have more than 10,000 employees. Revenue is not a determining factor in classifying a company as multinational. A growth company is any company that increases its annual revenue faster than other similar companies or competitors in the same industry. It can be any size and be national or multinational, but it must be experiencing revenue growth as outlined above. A single company can be classified as a start-up, multinational, and growth company.*

Q97. *[Essay]*

Compare and contrast top managers, middle manager, and first–line managers, including defining their relation to one another and the types of decisions they make.

Suggested answer: *Sample response: Top managers are the senior-most managers in the organization. They define the goals of the organization and make decisions that affect the entire company. Middle managers report to the upper management and also oversee first-line managers. These managers make departmental-level decisions. First-line managers are responsible for overseeing the employees who produce the goods and services. They make decisions that affect their direct reports and tend to be more short term in focus.*

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Q98. *[Essay]*

Define remote work, and explain one advantage and disadvantage of organizations employing it as a work option.

Suggested answer: *Sample response: Remote work is a flexible work arrangement in which employees can work from home on a computer or other advanced telecommunications system linked to a primary office. One benefit of organizations using remote work is it increases productivity. Remote workers are more likely to stay focused on tasks at hand and limit distractions, which are common in the workplace. A weakness of utilizing remote work as an option is that it presents challenges for managers. A recent Harvard survey found that 40% of managers needed to prepare to manage remote employees and needed help keeping them engaged, while only 40% of employees felt supported by their managers.*

Q99. *[Essay]*

Define the four major functions of a manager, and explain how they are related to one another.

Suggested answer: *Sample response: The four functions of management are planning, organizing, leading, and controlling. During planning, the manager sets goals and creates a strategy for achieving those goals. Once a plan is created, the manager assembles the resources to implement the strategy. This is organizing. After organizing, the manager communicates the plan and needs to the staff and motivates them as needed. Once the staff begins to implement the plan, the manager begins controlling, which involves comparing performance results against the goals and taking corrective action as needed.*

Q100. *[Essay]*

Explain the role of a manager in showing support to employees impacted by mental health conditions.

Suggested answer: *Sample response: A positive, inclusive working environment that supports mental health and well-being is essential to the functioning of any organization. As a manager, positively influencing employees' well-being is an integral part of management. Managers can support employees by showing compassion and concern, recognizing when an employee appears overwhelmed, respecting employee privacy, providing them with a safe space to share, and enabling access to programs and resources that support employee well-being.*

Q101. *[Essay]*

Explain what an entrepreneurial mindset is and why managers can benefit from developing this mindset.

Suggested answer: *Sample response: Individuals with an entrepreneurial mindset can quickly sense opportunities, act, and get organized under uncertain conditions. These qualities are critical for managers, who must capture and create opportunities by adapting capabilities to compete effectively, motivate others to work toward a common goal to reduce uncertainty, and take ownership of unknown outcomes for a new project. Managers who develop an entrepreneurial mindset can benefit by learning powerful lessons from entrepreneurs and enhance the value of all types of organizations by creating opportunities, generating ideas, and devising strategies toward positive change. This is what being a manager with an entrepreneurial mindset is all about.*

Q102. *[Essay]*

How can a manager use the company's mission, vision, and core values to make business decisions?

Suggested answer: *Sample response: The mission, vision, and core values define what is important to the organization: why they exist, what their future goals are, and in what manner they seek to achieve their goals. When considering new business opportunities, managers can review the opportunity to see if it aligns with the goals of the mission, vision, and values. If it does, the company may decide to pursue the opportunity. If it doesn't, the company may decide not to pursue it.*

Medium

Multiple Choice (30)

Q103. *[Multiple Choice]*

Babbage rated performance by measuring the _____.

a) time needed to complete tasks ✓ correct
b) number of errors when completing tasks
c) number of tasks completed in a given shift
d) time employees spent on breaks

Q104. *[Multiple Choice]*

By applying Theory Y as a system of beliefs, managers _____.

a) could encourage higher levels of soldiering
b) may demotivate quality workers
c) will hold workers accountable for productivity
d) can focus on the success of the business ✓ correct

Q105. *[Multiple Choice]*

Charles Babbage introduced the negative outcomes of _____.

a) young employees
b) old employees
c) repetitive labor ✓ correct
d) dangerous labor

Q106. *[Multiple Choice]*

Charles Babbage, observing plant workers, noticed that being an expert in specific _____ translated to weaker production outcomes.

a) teamwork plans
b) occupations ✓ correct
c) communications
d) leadership styles

Q107. *[Multiple Choice]*

Frederick W. Taylor observed that conflicts over disagreements of _____ contributed to worker underperformance.

a) work and pay ✓ correct
b) team members
c) production rates
d) schedules

Q108. *[Multiple Choice]*

If a manager follows general systems theory, they believe that an organization _____.

a) should be open to all customers
b) can change based on outside factors ✓ correct
c) can flourish through entropy
d) should be open to new ideas

Q109. *[Multiple Choice]*

If a manager is setting performance expectations, choosing the best employee for each position, and strengthening relationships between employees and their leaders, what process is the manager implementing?

a) management science
b) scientific management
c) task–management system ✓ correct
d) task monitoring

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Q110. *[Multiple Choice]*

If your manager believes that each employee can contribute on their own and create their own path, your manager is following the ideas of which Greek philosopher?

a) Aristotle
b) Plato
c) Socrates ✓ correct
d) Plutarch

Q111. *[Multiple Choice]*

Ludwig von Bertalanffy based his theories on his understanding of _____.

a) biology ✓ correct
b) history
c) management
d) performance

Q112. *[Multiple Choice]*

Management science involves using _____ to boost efficiency.

a) quality checks
b) figures and statistics ✓ correct
c) interviews with employees
d) behavioral observations

Q113. *[Multiple Choice]*

Someone who follows the situational theory would likely endorse which statement?

a) The right action to take with employees depends on the organization and context. ✓ correct
b) Employees should be given high levels of autonomy to encourage motivation.
c) Employees generally are disinterested in their work.
d) The manager is responsible for holding employees accountable.

Q114. *[Multiple Choice]*

Struggle for victory involves the demands of _____.

a) one team member
b) a few team members ✓ correct
c) the entire team
d) the team leader

Q115. *[Multiple Choice]*

The GST theory noted that organizations are _____.

a) reliant on external systems
b) comprised of independent systems
c) closed systems
d) open systems ✓ correct

Q116. *[Multiple Choice]*

The findings of the relay–assembly test room study initially implied that performance increases when workers _____.

a) are offered more money
b) are fatigue
c) receive incentives
d) experience change ✓ correct

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Q117. *[Multiple Choice]*

The humanistic approach emerged because _____.

a) workers responded negatively to scientific management ✓ correct
b) managers began basing their view of organizations on biology
c) negative entropy was discovered as a driver of organizational success
d) cooperative systems began to emerge as the most efficient management approach

Q118. *[Multiple Choice]*

The nondirective method of interviewing encourages the interviewee to _____.

a) share their opinion ✓ correct
b) relax during the interview
c) answer quickly and succinctly
d) provide yes or no answers

Q119. *[Multiple Choice]*

The theories of Weber and Fayol paved the way for _____ to impart knowledge in the workforce.

a) educators ✓ correct
b) philosophers
c) leaders
d) scientists

Q120. *[Multiple Choice]*

Weber's model of bureaucracy was designed to focus on _____ in the workplace.

a) teamwork
b) humanity ✓ correct
c) intelligence
d) politics

Q121. *[Multiple Choice]*

What is the term for combining efforts so that the final decision accommodates everyone's different opinions?

a) compromise
b) struggle for victory
c) integration ✓ correct
d) group submission

Q122. *[Multiple Choice]*

What was the conclusion of the illumination studies?

a) Moderate lighting encourages people to collaborate.
b) Dim lighting makes people work faster.
c) Lighting has no effect on performance. ✓ correct
d) Bright lighting makes people work faster.

Q123. *[Multiple Choice]*

When a group of workers comes together to advocate for their rights, it is known as a(n) _____.

a) labor union ✓ correct
b) fraternity
c) organized team
d) civilian league

Q124. *[Multiple Choice]*

When an employee is naturally soldiering, they are _____.

a) uninterested ✓ correct
b) purposeful
c) engaged
d) spiteful

Q125. *[Multiple Choice]*

When employees are naturally soldiering, Babbage found that managers should implement _____.

a) one–on–one coaching sessions
b) more discipline
c) rewards for higher efficiency ✓ correct
d) higher workloads

Q126. *[Multiple Choice]*

When new technology is introduced to a team, what is a luddite employee likely to do?

a) resist the new technology ✓ correct
b) implement creatively
c) offer help to others
d) create a technology team

Q127. *[Multiple Choice]*

When team members are silent and go along with the dominant members' suggestions, _____ is occurring.

a) group submission ✓ correct
b) integration
c) compromise
d) struggle for victory

Q128. *[Multiple Choice]*

Which characteristic is part of Weber's model of bureaucracy?

a) unity of command
b) equity and inclusion
c) management style
d) division of labor ✓ correct

Q129. *[Multiple Choice]*

Which process evolved into a training approach to help manager–employee relationships?

a) relay–assembly test room study
b) illumination study
c) interviewing program ✓ correct
d) Hawthorne studies

Q130. *[Multiple Choice]*

Which psychologist utilized motion studies?

a) Lillian Gilbreth
b) Frank Gilbreth ✓ correct
c) Douglas McGregor
d) Max Weber

Q131. *[Multiple Choice]*

Which task is unfavorably associated with workplace bureaucracy?

a) endless meetings ✓ correct
b) simple practices
c) less paperwork
d) teambuilding activities

Q132. *[Multiple Choice]*

Who is the founder of system dynamics?

a) Barnard
b) McGregor
c) Forrester ✓ correct
d) Taylor

True/False (4)

Q133. *[True/False]*

Barnard's views on equilibrium were based on power.

a) True
b) False ✓ correct

Correct answer: False

Q134. *[True/False]*

Frank Gilbreth's approach increased efficiency by limiting the amount of steps to complete tasks.

a) True ✓ correct
b) False

Correct answer: True

Q135. *[True/False]*

The first theories related to management can be traced back to ancient Chinese philosophers like Confucius and Lao Tzu.

a) True
b) False ✓ correct

Correct answer: False

Q136. *[True/False]*

Theory Y supports that employees don't want to work.

a) True
b) False ✓ correct

Correct answer: False

Essay (7)

Q137. *[Essay]*

Compare and contrast the two types of soldiering.

Suggested answer: *Sample response: Soldiering is the process of appearing efficient while actually working slower. This can be done subconsciously or on purpose. Natural soldiering involves employees who just gradually take it easy and perform with less of an urgency. Systemic soldiering has a different motivator. Systemic soldiering involves deliberately choosing to lower one's own performance standards. Natural soldiering is easier to correct, as motivational programs are usually effective.*

Q138. *[Essay]*

Contrast a Theory X manager and a Theory Y manager.

> ***Suggested answer:*** *Sample response: A manager that supports Theory X would have little to no faith in their employees. This type of manager assumes that employees do not have a strong work ethic and will not work in the absence of discipline. As a result, this will be an intimidating and coercive manager. A manager who supports Theory Y, however, will have a positive view of their employees and assume that they enjoy the challenges of their positions. This type of manager will be motivating and committed in nature.*

Q139. *[Essay]*

Describe a contribution of Henry Ford to the field of management.

> ***Suggested answer:*** *Sample response: Henry Ford wanted to create a quality automobile that middle-class people could afford. He contributed to the field in terms of the importance of consistent quality of products and meeting the demands of consumers. He also created the assembly line as a means of improving production quality and quantity. Employees had specialized roles and each added to the finished product.*

Q140. *[Essay]*

How did Charles Babbage contribute to the development of management theories and principles?

> ***Suggested answer:*** *Sample response: Charles Babbage observed workers in factories and noticed that they could become more efficient. He addressed this concern by documenting that routine and monotonous tasks led to the boredom of workers, and bored workers were much less efficient. With less motivation, employees were more likely to soldier. Babbage conducted time studies to quantitatively measure how long it took for certain actions to take place. Through time studies, he could measure improvements in speed.*

Q141. *[Essay]*

How did Socrates, Aristotle, and Plutarch contribute to the historical foundations of management?

> ***Suggested answer:*** *Sample response: The first management theories can be traced back to ancient Greek philosophers Socrates, Aristotle, and Plutarch, each of whom influenced Western thought considerably. Socrates explored our right to think for ourselves rather than unthinkingly following others, Aristotle encouraged self-fulfillment, and Plutarch introduced the idea of role models.*

Q142. *[Essay]*

How were Chester Barnard's principles new and unique?

> ***Suggested answer:*** *Sample response: Barnard contributed his unique beliefs on equilibrium and the power of both internal and external influences. He also emphasized cooperation, modifying behaviors, and working toward the greater good. Unlike so many others, Barnard stated that instead of managers giving authority to employees, employees are giving authority to managers.*

Q143. *[Essay]*

What is the most important impact of the relay–assembly test room study?

> ***Suggested answer:*** *Sample response: The most important contribution from the relay-assembly test room study was very unexpected. As researchers changed the number of breaks and different variables, the performance continued to improve. It was learned that performance increased depending on realized changes, and it didn't matter which change had occurred. When employees knew they were experiencing a new condition of some type, their work performance improved.*

Hard

Multiple Choice (36)

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Q144. *[Multiple Choice]*

A manager has carefully created new efficiency goals for his team. He has the greatest opportunity to ensure these goals are met through _____.

a) organizing
b) leading ✓ correct
c) planning
d) controlling

Q145. *[Multiple Choice]*

A retail manager notices that one of her employees takes a passive approach when customers enter the store. The manager speaks with the employee about this and provides coaching on how to approach customers. This illustrates which function of management?

a) leading
b) planning
c) controlling ✓ correct
d) organizing

Q146. *[Multiple Choice]*

Adnan owns a software company, and he employs no more than five hundred employees at any given time. Adnan's company is a(n) _____ business.

a) midsize ✓ correct
b) small
c) large
d) micro enterprise

Q147. *[Multiple Choice]*

Amanda, who is living in a post–pandemic generation, is experiencing some difficulties at home. Despite going to work, she puts in the minimum effort to keep her job, appears unmotivated, leaves at 6:00 p.m., and does not exceed her assigned work hours. Which concept describes Amanda's circumstance?

a) quiet quitting ✓ correct
b) gig economy
c) remote work
d) mental health

Q148. *[Multiple Choice]*

An employee spends a significant amount of time on work that does not align with the department's overall business goals. This employee's work would be described as _____.

a) ineffective ✓ correct
b) inefficient
c) entrepreneurial
d) conceptual

Q149. *[Multiple Choice]*

Anita is a school administrator who realizes that her teachers will have to adjust their usual teaching strategies to meet the new guidelines released by the county. Anita creates two committees to deal with different aspects of these changes. She also identifies who will lead each committee. Which function of management does this represent?

a) leading
b) organizing ✓ correct
c) planning
d) controlling

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Q150. *[Multiple Choice]*

Anthony is keen on pursuing a career in management upon his return to college. He is actively looking for opportunities to take on more leadership responsibilities. Which organization would be the best fit to support Anthony's goal?

a) nonprofit
b) multinational
c) student ✓ correct
d) start–up

Q151. *[Multiple Choice]*

Cole is interviewing candidates for an open position that demands exceptional communication skills. He knows that if he asks candidates outright about their communication skills, their answers will be of limited value. So instead, he asks a series of questions about specific instances when communication played a vital role, such as asking how they would explain a complex idea to an upset client. This scenario best illustrates _____.

a) a growth mindset
b) improvisation
c) critical thinking ✓ correct
d) entrepreneurial mindset

Q152. *[Multiple Choice]*

Cory, a savvy entrepreneur, is strategically relocating his business to capitalize on the promising geographic location. His commitment was based on an in–depth analysis of customer needs in the region. Cory's determination to relocate is aligned with which managerial role?

a) frontline
b) decisional ✓ correct
c) interpersonal
d) informational

Q153. *[Multiple Choice]*

Doug is a manager of a retail store that is part of a nationwide chain. Part of his job includes setting the schedule for the store employees. Doug is a _____ manager.

a) first–line ✓ correct
b) middle
c) top
d) low–level

Q154. *[Multiple Choice]*

During a performance review, Zac’s top manager asked him to review his workflows to identify waste and propose recycling methods. This directive is in line with the _____ factor of the 3Ps approach.

a) profit
b) people
c) planet ✓ correct
d) productivity

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Q155. *[Multiple Choice]*

During her performance review, Faith is told that she should examine how she can reduce the amount of time it takes her to complete a specific task. The focus of her review is on improving her _____.

a) effectiveness
b) entrepreneurial mindset
c) efficiency ✓ correct
d) self–awareness

Q156. *[Multiple Choice]*

Elsie is interviewing for a job, and the interviewer says, “Tell me about a time you had to work with someone who was difficult to get along with.” This interviewer is trying to assess Elsie’s _____.

a) conceptual thinking
b) critical thinking
c) improvisational skills
d) relational skills ✓ correct

Q157. *[Multiple Choice]*

Harper is starting a new company and knows that having a defined vision is important. Which question would be most helpful in this process?

a) Who is the competition?
b) What will the business look like in 5 or 10 years? ✓ correct
c) What is the central reason for being of my company?
d) How can we provide the most value to our customers?

Q158. *[Multiple Choice]*

Hayden works for a company that has 379 employees. This company would be classified as a _____ organization.

a) multinational
b) start–up
c) large
d) midsize ✓ correct

Q159. *[Multiple Choice]*

In a job interview, Erwin is asked to describe a decision he made that positively impacted his organization and explain what led to that decision. The interviewer is assessing Erwin’s _____ skills.

a) conceptual ✓ correct
b) improvisational
c) technical
d) relational

Q160. *[Multiple Choice]*

In general, Melissa feels like she has a lot of control at work. She is able to find creative solutions to problems and has a clear vision of what she wants to accomplish. These traits are indicative of having _____.

a) an informational role
b) a fixed mindset
c) conceptual skills ✓ correct
d) relational skills

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Q161. *[Multiple Choice]*

Kandi is eager to explore and better understand the college experience before selecting a college. Which organization would best assist Kandi?

a) nonprofit
b) multinational
c) student ✓ correct
d) start–up

Q162. *[Multiple Choice]*

Malia is a CEO who has grown her company to one thousand employees. Malia's company would be considered which type of organization?

a) midsize
b) large ✓ correct
c) small
d) microenterprise

Q163. *[Multiple Choice]*

Monica is interviewing for a new position. The interviewer explains that a large part of her job will be serving as a liaison between the company and clients. Which type of role is the interviewer describing?

a) decisional
b) informational
c) interpersonal ✓ correct
d) entrepreneurial

Q164. *[Multiple Choice]*

One aspect of Brett's job is creating reports in Excel for his boss. However, he doesn't use Excel very often, so he creates the reports manually, which is a slow process that sometimes results in errors. Brett needs to improve his _____ skills.

a) improvisation
b) conceptual
c) relational
d) technical ✓ correct

Q165. *[Multiple Choice]*

Sam is a devoted employee who strongly agrees with his company's mission, vision, and values. In this case, Sam is would prioritize which virtue?

a) accountability
b) integrity
c) passion
d) loyalty ✓ correct

Q166. *[Multiple Choice]*

Serena is offered a manager position at a pet food manufacturer. She will report to the Vice President of Manufacturing and oversee the digital marketing and sustainability department. This is most likely what type of management position?

a) first–line
b) middle ✓ correct
c) top
d) low–level

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Q167. *[Multiple Choice]*

Sierra, an upper level manager at a nonprofit health care clinic, has determined the amount of fundraising the clinic needs in the upcoming year. She is now mapping out different fundraising events that her team can host. Which function of management is Sierra engaged in?

a) planning ✓ correct
b) controlling
c) leading
d) organizing

Q168. *[Multiple Choice]*

The Nimble Feet footwear company has recorded revenue growth of 18% or more in the past 2 years. Other footwear companies reported revenue growth of 22% or more in the same time period. Is this company considered a growth company?

a) No; the growth occurred for only 2 years and must continue for 3 or more years to be considered a growth company.
b) No; to be considered a growth company, the revenue growth would need to exceed that of its competitors. ✓ correct
c) Yes; companies that experience more than a 10% increase in revenue in a single year are considered growth companies.
d) Yes; any multiyear increase in revenue is growth and therefore the company is a growth company.

Q169. *[Multiple Choice]*

The RefreshCo. beverage company opened for business in 1992 and now has more than 35,000 employees and offices in 25 countries. Their revenue has grown about 2% annually, compared with the industry average of 6%. This company is a _____ company.

a) multinational ✓ correct
b) midsize
c) growth
d) start–up

Q170. *[Multiple Choice]*

The Vyzad Motor Company opened for business in 1968 and has about 400 employees in its one location in Michigan. In the past 3 years, Vyzad has experienced revenue growth of 12% annually, compared with the industry average of 2%. Which classification applies to this company?

a) large
b) multinational
c) start–up
d) growth ✓ correct

Q171. *[Multiple Choice]*

The employees at Simply Gorgeous Beauty Salon highly praised their manager, Sarah, for her exceptional ability to set priorities and demonstrate empathy and compassion. In this case, Sarah's leadership is crucial for boosting _____.

a) commitment
b) mentorship
c) morale ✓ correct
d) work–life balance

Q172. *[Multiple Choice]*

Umar is starting a new company and knows that it is important to define his organization's core values. Asking himself which question would be most helpful in this process?

a) Why does this organization exist?
b) What types of attitudes are important to have on the team? ✓ correct
c) What is the big–picture goal I want to achieve?
d) Who is the competition?

Q173. *[Multiple Choice]*

When a human resources manager sends out a company–wide email announcing a change in health insurance benefits, the manager demonstrates a(n) _____ role.

a) interpersonal
b) decisional
c) informational ✓ correct
d) frontline

Q174. *[Multiple Choice]*

Which action describes how a supervisor can prevent quiet quitting?

a) recognize worker accomplishments ✓ correct
b) tolerate poor performance
c) micromanage individuals
d) provide insufficient support

Q175. *[Multiple Choice]*

Which decision by an organization reflects a primary focus on people?

a) A company decides to use wind energy because it is considered a clean energy source.
b) A company changes the type of plastic it uses in a product to reduce costs.
c) A company selects an option to dispose of organic waste that avoids using landfills.
d) A company that assists its employees by offering support and flexibility. ✓ correct

Q176. *[Multiple Choice]*

Which individual is demonstrating quiet quitting?

a) Akilah, who volunteers to conduct a meeting
b) Jorge, who works long hours to get the job done
c) Melanie, who leaves right at 5:00 p.m. ✓ correct
d) Tim, who performs additional tasks

Q177. *[Multiple Choice]*

Which is an example of a nonprofit organization?

a) a gas station
b) a movie theater
c) an environmental group ✓ correct
d) a car manufacturer

Q178. *[Multiple Choice]*

Which is an example of a technical skill?

a) recognizing new opportunities
b) offering good customer service ✓ correct
c) having empathy for others
d) distinguishing between key information and extraneous information

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Q179. *[Multiple Choice]*

Which person works for a start–up organization?

a) Vickie, who works for a company with offices in four countries
b) Dinah, who works at a company with more than 100 employees
c) Harmeet, who works at a company less than 2 years old ✓ correct
d) Angel, who works at a company with a growth rate of 20% in the past year

Essay (3)

Q180. *[Essay]*

Explain the distinction between artificial intelligence and machine learning. Provide examples of the function of each.

Suggested answer: *Sample response: Artificial intelligence is the ability of a machine to imitate tasks associated with intelligent human behavior. For instance, Google Maps and ride-sharing apps like Lyft and Uber all use AI to tackle complex navigations. On the other hand, machine learning is a branch of AI; it is the science of getting computers to act autonomously while learning and improving with every experience. For example, self-driving cars are a result of machine learning.*

Q181. *[Essay]*

Think of a job you have had in the past or your role as a student. Describe how you used conceptual, technical, and relational skills to aid in your success.

Suggested answer: *Sample response: I used to work as a cashier in retail at a department store in the mall. This job requires the technical skills of using the cash register, processing credit/debit card payments, making change, and refilling the paper for the receipts. This job also requires communication skills and interactions with customer, which are relational skills. The job may also often required conceptual skills if a problem occurred, such as a technology failure or unruly customer.*

Q182. *[Essay]*

Yvette is a customer service manager for a nationwide lawn care company. In evaluating customer feedback, she sees that her team has scored low on these areas: responds to inquiries promptly and arrives on time. The team scores high in these areas: yard treatment is effective, technician performs all requested tasks, and technician leaves the yard in good condition. Evaluate this scenario in terms of effectiveness and efficiency.

Suggested answer: *Sample response: This team is effective in that the technicians perform the right tasks. That is, they are doing the right things to fulfill the tasks and services they are being paid to do. However, the team seems to be inefficient. This is seen in the feedback that they are often late to appointments and are slow to respond to customer queries.*

Hard

Multiple Choice (14)

Q183. *[Multiple Choice]*

A few team members are in a disagreement. They argue back and forth, and eventually, one wins the argument for the team's direction and strategy. This scenario is an example of _____.

a) struggle for victory ✓ correct
b) compromise
c) integration
d) group submission

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Q184. *[Multiple Choice]*

Allen is bored and doesn't feel loyal to his employer anymore. He is sick of always doing the same things and wishes he was paid more money. Allen decides to stop working so hard, slow down, and just do the bare minimum. Allen's behavior is demonstrating _____ soldiering.

a) natural
b) systemic ✓ correct
c) negative
d) fundamental

Q185. *[Multiple Choice]*

As a manager, you implement programs that help employees question the status quo and encourage employees to hone and articulate their own thoughts and opinions. Which Greek philosopher do these actions align with?

a) Aristotle
b) Plato
c) Socrates ✓ correct
d) Plutarch

Q186. *[Multiple Choice]*

Brian works at a widget factory. Today, he is bored and just starts working slower. Without even really noticing it, he starts to produce less widgets each hour. Brian's behavior is demonstrating _____ soldiering.

a) natural ✓ correct
b) perpetual
c) systemic
d) negative

Q187. *[Multiple Choice]*

Carissa's boss is always motivating her. Her boss believes that her employees are hard workers who like to be challenged and productive. Which viewpoint does this reflect?

a) soldiering
b) nondirective
c) Theory X
d) Theory Y ✓ correct

Q188. *[Multiple Choice]*

Hassen is taking charge of the group. During their meetings, group members tend to just do what he says to avoid conflict. This scenario demonstrates _____.

a) struggle for victory
b) group submission ✓ correct
c) integration
d) compromise

Q189. *[Multiple Choice]*

Hira's boss assumes the worst of his employees. He's always implying that they don't want to work and are lazy. He also can be intimidating to Hira and her coworkers because he thinks if he leaves the room they will quit being productive. Which view of workers does Hira's boss support?

a) humanistic
b) bureaucratic
c) Theory X ✓ correct
d) Theory Y

Q190. *[Multiple Choice]*

If Marc believes that organizations can be affected by the environment and affect the environment, he is supporting _____ theory.

a) open systems ✓ correct
b) general systems
c) outside forces
d) external

Q191. *[Multiple Choice]*

Management has implemented a new system that will allow employees to be assisted by machines. Immediately, Yuan feels threated and gets upset. He doesn't like the use of machines and says he would rather keep working as he has been doing. How would you label Yuan?

a) progressive
b) innovative
c) luddite ✓ correct
d) flexible

Q192. *[Multiple Choice]*

The workers at Dudley Papermill decided to go on strike and refused to work for an entire week due to low wages. Such a worker strike is likely the result of the actions of a(n) _____.

a) civilian league
b) labor union ✓ correct
c) fraternity
d) organized team

Q193. *[Multiple Choice]*

Upper management at Omitech Enterprise is keen to increase employee pay to prevent worker strikes and protests. Which approach would align with the company leaders' initiative?

a) revolutionary
b) collaborative
c) productive
d) behaviorists ✓ correct

Q194. *[Multiple Choice]*

When Jorge wants to improve performance, he measures and tracks the movements of each of his employees. From this analysis, he can create specific expectations and timeframes. What is the term for Jorge's process?

a) scientific management ✓ correct
b) subjective information
c) interpretation
d) data distribution

Q195. *[Multiple Choice]*

Which manager is applying Theory X as a system of belief?

a) Jo, who encourages employees to collaborate with one another.
b) Bailey, who tries to provide continuing education workshops for employees.
c) Josef, who provides employees with high levels of autonomy.
d) Connor, who tries to coerce employees to work longer hours. ✓ correct

Q196. *[Multiple Choice]*

Which manager is applying Theory Y as a system of beliefs?

a) Kara, who monitors each employees' time card very closely.
b) Stefan, who assumes that employees dislike their work.
c) Anjali, who supports continuing education programs for employees. ✓ correct
d) Joseph, who encourages employees to report those who are less productive.

Essay (3)

Q197. *[Essay]*

Describe an experience when you have witnessed or participated in a struggle for victory.

Suggested answer: *Sample response: In my role work in the student resources office on campus, I worked on a team with two very passionate members. Each one was very aggressive when they believed in something, so they would often engage in conflict. It felt like every time there was a major decision, they would disagree. In these situations, they would struggle by arguing back and forth until finally, one of them would win the argument and experience victory.*

Q198. *[Essay]*

Describe an experience when you have witnessed or participated in group submission.

Suggested answer: *Sample response: Once, in an assigned group in an English class, one member dominated from the very beginning. The dominant member always wanted to have everything their way. The rest of the group members just went along with it and agreed on the person's suggestions for the direction of the team to avoid conflict. It was easier to just let the person win and guide our team the way they saw fit rather than argue.*

Q199. *[Essay]*

What is management science? How could this be applied to a work role you currently have or in your role as a student?

Suggested answer: *Sample response: Management science uses numbers and statistics to measure performance. In my current role as a restaurant server, I can track my own progress in terms of guests served, average sales, or gratuity earned. As a student, I can constantly track my own attendance figures as well as my exam scores and assignment grades. Quantitative data use numbers and comparison for tracking progress and encouraging measurable success. These figures can also be compared over time periods, such as business quarters, semesters, or years.*

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