Exploring Management 7th edition Schermerhorn Test Bank

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Exploring Management, 7e **(Schermerhorn)**
Chapter 2 Management Learning

1) Which of the following management styles came first?
A) Scientific management
B) Humanistic perspective
C) Behavioral management
D) Theory Y
Answer: A
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Taylor's scientific management sought efficiency in job performance.
AACSB: Analytic

2) Who is the author of the *Principles of Scientific Management*?
A) Maslow
B) McGregor
C) Kotler
D) Taylor
Answer: D
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Taylor's scientific management sought efficiency in job performance.
AACSB: Analytic

3) Which of these is NOT included as a part of classical approaches to management?
A) Maslow's hierarchy of human needs
B) Fayol's administrative principles
C) Weber's bureaucratic organization
D) Taylor's principles of scientific management
Answer: A
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Taylor's scientific management sought efficiency in job performance.
AACSB: Reflective Thinking

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4) Which management emphasized careful selection and training of workers and supervisory support?
A) Scientific
B) Behavioral
C) Contingency
D) Autocratic
Answer: A
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Taylor's scientific management sought efficiency in job performance.
AACSB: Analytic

5) Carefully designing jobs with efficient work methods is necessary to _____ management.
A) scientific
B) behavioral
C) contingency
D) laissez-faire
Answer: A
Diff: 2
Bloom's: Comprehension
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Taylor's scientific management sought efficiency in job performance.
AACSB: Analytic

6) Which of these is one of the principles of scientific management?
A) Understanding human needs
B) Flexible time off
C) Training and motivating workers
D) Cross functional teams
Answer: C
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Taylor's scientific management sought efficiency in job performance.
AACSB: Analytic

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7) As president of Paper Products, Inc., Jim wants his manufacturing manager to clearly define the steps in the process, train the workers to efficiently do their jobs, and financially reward them on the basis of performance. Jim is practicing _____.
A) contingency thinking
B) scientific management
C) Theory Y's beliefs
D) learning organization principles
Answer: B
Diff: 2
Bloom's: Application
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Taylor's scientific management sought efficiency in job performance.
AACSB: Reflective Thinking

8) Two key elements of Weber's bureaucracy were fairness and _____.
A) informality
B) history
C) participation
D) efficiency
Answer: D
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Weber's bureaucratic organization is supposed to be efficient and fair.
AACSB: Analytic

9) According to Max Weber, _____ are based on logic, order, and legitimate authority, a rational and efficient form of organization.
A) learning organizations
B) adhocracies
C) government agencies
D) bureaucracies
Answer: D
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Weber's bureaucratic organization is supposed to be efficient and fair.
AACSB: Analytic

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10) If Weber were able to see today's bureaucracies in action, he would most likely be _____.
A) pleased
B) disappointed
C) indifferent
D) optimistic
Answer: B
Diff: 3
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Weber's bureaucratic organization is supposed to be efficient and fair.
AACSB: Reflective Thinking

11) Weber's bureaucracy includes all but which of these?
A) Clear division of labor
B) Formal rules and procedures
C) Employees' personal needs
D) Careers based on merit
Answer: C
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Weber's bureaucratic organization is supposed to be efficient and fair.
AACSB: Analytic

12) UPS figured out that drivers should only take right-hand turns to speed up delivery times. This is an example of _____.
A) contingency thinking
B) a Motion study
C) Theory Y's beliefs
D) bureaucratic learning
Answer: B
Diff: 2
Bloom's: Application
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Taylor's scientific management sought efficiency in job performance.
AACSB: Reflective Thinking

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13) The writings of Fayol are the basis for our modern understanding of _____.
A) the three managerial skill sets
B) the four functions of management
C) the key managerial roles
D) the four P's of marketing
E) scientific management
Answer: B
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Fayol's administrative principles describe managerial duties and practices.
AACSB: Analytic

14) The five duties of management, according to Fayol, are foresight, organization, command, coordination, and _____.
A) insight
B) analysis
C) accountability
D) control
Answer: D
Diff: 3
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Fayol's administrative principles describe managerial duties and practices.
AACSB: Analytic

15) Which management researcher is considered as a prophet of today's management style?
A) Taylor
B) Weber
C) Follett
D) Maslow
Answer: C
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Follett viewed organizations as communities of cooperative action.
AACSB: Analytic

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16) Management science uses a _____ approach to solving business problems.
A) behavioral
B) bureaucratic
C) qualitative
D) quantitative
Answer: D
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Managers use quantitative analysis and tools to solve complex problems.
AACSB: Analytic

17) The writings of Mary Parker Follett have influenced all *but* which of the following "modern" management ideas?
A) Profit above all
B) Profit sharing
C) Gain-sharing plans
D) Employee ownership
Answer: A
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Follett viewed organizations as communities of cooperative action.
AACSB: Analytic

18) Based on the findings of the Hawthorne studies, as a manager you know that _____.
A) giving special attention to your employees will likely increase their performance
B) increasing the lighting of employees' work area will increase their performance
C) improving the working conditions for your workers will increase their performance
D) workers will not sacrifice pay just to keep coworkers happy
E) workers react consistently to work conditions and wages
Answer: A
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: The Hawthorne studies focused attention on the human side of organizations.
AACSB: Reflective Thinking

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19) One of the findings in the Hawthorne studies was that _____.
A) productivity increased with changes in lighting
B) productivity was influenced by group behavior
C) an increase in wages always resulted in an increase in productivity
D) productivity increased with better-defined tasks
Answer: B
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: The Hawthorne studies focused attention on the human side of organizations.
AACSB: Analytic

20) The term "Hawthorne Effect" was used to explain some of the important findings of the Hawthorne studies. What does the term mean?
A) Productivity is determined by efficiency.
B) Physical conditions of work are more important than social relationships.
C) When jobs are designed scientifically, performance improves.
D) People given special attention tend to perform as expected.
Answer: D
Diff: 2
Bloom's: Comprehension
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: The Hawthorne studies focused attention on the human side of organizations.
AACSB: Analytic

21) All are true about The Hawthorne studies EXCEPT they _____.
A) were poorly designed from a research perspective
B) provide weak empirical support for their conclusions
C) are criticized for generalizing their findings
D) represent a shift in research attention from human to technical concerns
Answer: D
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: The Hawthorne studies focused attention on the human side of organizations.
AACSB: Analytic

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22) The _____ is the tendency of persons singled out for special attention to perform as expected.
A) behavioral modification
B) management of scientific alternatives
C) Hawthorne effect
D) theory of Y management
Answer: C
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: The Hawthorne studies focused attention on the human side of organizations.
AACSB: Analytic

23) Which of these describes a physiological or psychological deficiency that a person wants to satisfy?
A) Wish
B) Expense
C) Need
D) Progression
Answer: C
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.
AACSB: Analytic

24) Which of these principles, according to Maslow, states that people act to satisfy unfulfilled needs?
A) Deficit
B) Progression
C) Regression
D) Care
Answer: A
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.
AACSB: Analytic

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25) According to Maslow, which of the following is in the highest "need" category?
A) Getting a date for the weekend
B) Having a job you love, which also allows you to feel fulfilled
C) Having enough money to pay rent
D) Being accepted into a fraternity or sorority on campus
Answer: B
Diff: 2
Bloom's: Analysis
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.
AACSB: Analytic

26) Who is credited for originally developing the hierarchy of human needs theory?
A) Max Weber
B) Frederick Taylor
C) Abraham Maslow
D) Douglas McGregor
Answer: C
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.
AACSB: Analytic

27) From Maslow's hierarchy of needs theory, which of the following needs is considered to be the most basic?
A) Safety
B) Social
C) Self-actualization
D) Physiological
Answer: D
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.
AACSB: Analytic

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28) From the Maslow's hierarchy of needs theory, which of the following needs occupies the highest pedestal in the hierarchy?
A) Social
B) Physiological
C) Self-actualization
D) Esteem
Answer: C
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.
AACSB: Analytic

29) According to Maslow's progression principle, _____.
A) all needs can be satisfied by everybody
B) needs can be satisfied simultaneously
C) once activated, needs do not motivate human behavior
D) a need at any level becomes activated only after the next-lower-level need is satisfied
Answer: D
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.
AACSB: Analytic

30) At which level of needs do Maslow's progression principle and deficit principle cease to exist?
A) Physiological
B) Self-actualization
C) Safety
D) Esteem
Answer: B
Diff: 3
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.
AACSB: Analytic

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31) Theory X and Theory Y were developed by _____.
A) Max Weber
B) Frederick Taylor
C) Chris Argyris
D) Douglas McGregor
Answer: D
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.
AACSB: Analytic

32) Which of the following is NOT a part of Theory X?
A) Employees like responsibility
B) Workers are lazy
C) Workers prefer to follow
D) Employees resist change
Answer: A
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.
AACSB: Analytic

33) As a high school teacher, Julie has always felt that her students are lazy, don't really want to be in school, and are very irresponsible in their studies. Julie holds a Theory _____ assumption.
A) Y
B) B
C) A
D) X
Answer: D
Diff: 3
Bloom's: Application
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.
AACSB: Reflective Thinking

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34) Theory _____ assumes people are willing to work, accept responsibility, and are self-directed.
A) Y
B) Z
C) X
D) A
Answer: A
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.
AACSB: Analytic

35) Theory Y would suggest all of these EXCEPT _____.
A) employees resist change
B) employees like work
C) employees are capable of self-control
D) employees want responsibility
Answer: A
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.
AACSB: Analytic

36) According to Chris Argyris, high absenteeism and poor morale in an organization is likely due to _____.
A) poorly designed tasks interfering with efficiency
B) a poorly defined hierarchy of authority
C) a mismatch between management practices and the adult nature of their workforce
D) a lack of control and enforcement
Answer: C
Diff: 3
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Argyris suggests that workers treated as adults will be more productive.
AACSB: Analytic

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37) Chris Argyris' beliefs, as presented in his book *Personality and Organization*, are in disagreement with _____.
A) Theory Y
B) the Hawthorne studies
C) the Maslow's hierarchy of needs theory
D) the management practices found in traditional organizations
Answer: D
Diff: 3
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Argyris suggests that workers treated as adults will be more productive.
AACSB: Analytic

38) Management science and _____ apply mathematical techniques to solve management problems.
A) behavior analysis
B) contingency theory
C) operations research
D) participative management
Answer: C
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Managers use quantitative analysis and tools to solve complex problems.
AACSB: Analytic

39) Which of these explains the study of how organizations produce goods and services?
A) Marketing operations
B) Operations management
C) Contingency practice
D) Learning practice
Answer: B
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Managers use quantitative analysis and tools to solve complex problems.
AACSB: Analytic

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40) Which of these transforms resource inputs from the environment into product outputs?
A) Top management
B) Closed system
C) Open system
D) Contingency plan
Answer: C
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Organizations are open systems that interact with their environments.
AACSB: Analytic

41) Modern management thinking would suggest that _____.
A) a best way to manage does exist
B) the discovery of a workable process can be transferred to all other organizations
C) once a process is perfected, it will not have to be changed
D) the best answer to what works depends on the situation
E) people are usually on the same page and they can be managed similarly
Answer: D
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Contingency thinking holds that there is no one best way to manage.
AACSB: Analytic

42) Matching management practices with different situations is called _____.
A) classical management
B) situational analysis
C) contingency thinking
D) administrative management
Answer: C
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Contingency thinking holds that there is no one best way to manage.
AACSB: Analytic

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43) If your roommate asks you to identify the best management style according to modern management, what would you say?
A) Classical
B) Participative
C) Administrative
D) It depends on the situation.
Answer: D
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Contingency thinking holds that there is no one best way to manage.
AACSB: Analytic

44) Managing with an organization-wide commitment to continuous improvement, product quality, and customer needs is called _____.
A) a learning organization
B) operations management
C) management by objectives
D) total quality management
Answer: D
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Quality management focuses attention on continuous improvement.
AACSB: Analytic

45) _____ involves always searching for new ways to improve work quality and performance.
A) Operations management
B) Continuous improvement
C) Quantitative analysis
D) Operations research
Answer: B
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Quality management focuses attention on continuous improvement.
AACSB: Analytic

46) Taylor's scientific management sought efficiency in job performance.
Answer: TRUE
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Taylor's scientific management sought efficiency in job performance.
AACSB: Analytic

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47) The only goal of scientific management was to increase worker efficiency for the benefit of the company.
Answer: FALSE
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Taylor's scientific management sought efficiency in job performance.
AACSB: Analytic

48) The most formidable aspect of scientific management is that it emphasizes creativity and risk taking.
Answer: FALSE
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Taylor's scientific management sought efficiency in job performance.
AACSB: Analytic

49) Workers, in an ideal bureaucracy, are selected and promoted on ability and performance.
Answer: TRUE
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Weber's bureaucratic organization is supposed to be efficient and fair.
AACSB: Analytic

50) Weber is credited as being the first to acknowledge and advocate that bureaucracies are inefficient forms of organization that should be avoided.
Answer: FALSE
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Weber's bureaucratic organization is supposed to be efficient and fair.
AACSB: Analytic

51) The work by Henri Fayol can help you understand the functions that you must perform as the manager of a student organization.
Answer: TRUE
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Fayol's administrative principles describe managerial duties and practices.
AACSB: Analytic

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52) Fayol's management rule of coordination provides and mobilizes resources to implement a plan.
Answer: FALSE
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Fayol's administrative principles describe managerial duties and practices.
AACSB: Analytic

53) Follett argued that organizations are like communities, where managers and employees should work together without a spirit of domination.
Answer: TRUE
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Follett viewed organizations as communities of cooperative action.
AACSB: Analytic

54) Follett would say that the successful 21st-century executive must be an inspiring leader who attracts talented people and motivates them in a setting where everyone can do his or her best work.
Answer: TRUE
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Follett viewed organizations as communities of cooperative action.
AACSB: Analytic

55) The Hawthorne studies established a clear link between working conditions and worker performance.
Answer: FALSE
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: The Hawthorne studies focused attention on the human side of organizations.
AACSB: Analytic

56) Managers need to consider their workers' "human needs" because these needs can cause tensions that may influence work attitudes and behaviors.
Answer: TRUE
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.
AACSB: Analytic

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57) Maslow believed that there was no order in which human needs were fulfilled.
Answer: FALSE
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.
AACSB: Analytic

58) Having a Theory X view of employees can actually encourage Theory X behaviors in your employees.
Answer: TRUE
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.
AACSB: Analytic

59) The essence of Argyris' work is that management practices should fit the capabilities and needs of mature adults.
Answer: TRUE
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Argyris suggests that workers treated as adults will be more productive.
AACSB: Analytic

60) The work by Chris Argyris explains that undesirable employee behaviors may be as much a reflection of a poor management system as it is a matter of poor employees.
Answer: TRUE
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Argyris suggests that workers treated as adults will be more productive.
AACSB: Analytic

61) Operations management is the study of how organizations produce goods and services.
Answer: TRUE
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Managers use quantitative analysis and tools to solve complex problems.
AACSB: Analytic

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62) Modern management accepts the fact that all techniques are contingent upon the unique situation faced by each manager. In other words, there is no one "best" way.
Answer: TRUE
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Contingency thinking holds that there is no one best way to manage.
AACSB: Analytic

63) Modern management emphasizes the notion that organizations should always look for new ways to improve on current performance.
Answer: TRUE
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Contingency thinking holds that there is no one best way to manage.
AACSB: Analytic

64) Author and researcher Jim Collins, in the book *Good to Great*, successfully argues that great leaders are born, not made.
Answer: FALSE
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Quality management focuses attention on continuous improvement.
AACSB: Analytic

65) Scientific management is associated with the management scholar _____.
Answer: Frederick Taylor
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Taylor's scientific management sought efficiency in job performance.
AACSB: Analytic

66) _____ is the science of reducing a job or task to its basic physical motions.
Answer: Motion study
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Taylor's scientific management sought efficiency in job performance.
AACSB: Analytic

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67) A(n) _____ is an organizational form known for its clear division of labor, structure, hierarchy of authority, and formalized rules and procedures.
Answer: bureaucracy
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Weber's bureaucratic organization is supposed to be efficient and fair.
AACSB: Analytic

68) _____ is considered a prophet of management and one of the most important American women in the fields of civics and sociology.
Answer: Mary Parker Follett
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Follett viewed organizations as communities of cooperative action.
AACSB: Analytic

69) Following the scientific management era, management thinking moved to include a(n) _____ perspective.
Answer: human resources or behavioral management
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Follett viewed organizations as communities of cooperative action.
AACSB: Analytic

70) The _____ studies at the Western Electric Company in Chicago demonstrated the influence of manager treatment of employees on employee performance.
Answer: Hawthorne
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: The Hawthorne studies focused attention on the human side of organizations.
AACSB: Analytic

71) The highest order of Maslow's hierarchy of needs is _____.
Answer: self-actualization
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.
AACSB: Analytic

Exploring Management 7th edition Schermerhorn Test Bank

72) McGregor's work focuses on opposing views of human nature, a positive view known as _____ and a negative view known as _____.
Answer: Theory Y; Theory X
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.
AACSB: Analytic

73) _____ is the systemic use and analysis of data to solve problems and make informed decisions.
Answer: Analytics or Data analytics
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Managers use quantitative analysis and tools to solve complex problems.
AACSB: Analytic

74) The study of how organizations produce goods and services is called _____.
Answer: operations management
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Managers use quantitative analysis and tools to solve complex problems.
AACSB: Analytic

75) The belief that there is no one best way to manage was called _____.
Answer: contingency thinking
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Contingency thinking holds that there is no one best way to manage.
AACSB: Analytic

76) Managing with an organization-wide commitment to continuous improvement, product quality, and customer needs is called _____.
Answer: total quality management
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Quality management focuses attention on continuous improvement.
AACSB: Analytic

Exploring Management 7th edition Schermerhorn Test Bank

77) _____ management involves making decisions based on hard facts about what really works.
Answer: Evidence-based
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Evidence-based management seeks hard facts about what really works.
AACSB: Analytic

78) Compare the scientific management and the behavioral management approaches. Which is best?
Answer: Scientific management focuses on the interaction of workers and work processes to produce more efficient outcomes, while behavioral management focuses on the experience of workers and the response of workers to various management systems. Neither is "best." Both perspectives are needed to function effectively in today's complex environment.
Diff: 2
Bloom's: Analysis
Learning Objective: 2.1: Understand lessons from classical management approaches.; 2.2: Identify insights from behavioral management approaches.
Section Reference: Taylor's scientific management sought efficiency in job performance.; Follett viewed organizations as communities of cooperative action.
AACSB: Reflective Thinking

79) Why is it necessary for today's organizations to embrace contingency thinking?
Answer: With the dynamic, ever changing environment of complex relationships between organizations, their internal members, and the external stakeholders, contingency tells us there is no one best structure or set of processes.
Diff: 2
Bloom's: Evaluation
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Contingency thinking holds that there is no one best way to manage.
AACSB: Reflective Thinking

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80) What were the Hawthorne studies about? Discuss their purpose, the process, and the results.
Answer: The Hawthorne studies started in 1924 at the Hawthorne Works, a Western Electric plant in Chicago, Illinois. The purpose of the Studies was to determine how economic incentives and physical conditions affected the productivity of workers.

The process was one of isolating six employees, changing their economic incentives and physical environment and measuring the effect that these changes had on their productivity.

The results were surprising in that the changes had little or no effect on the isolated worker's productivity. However, it was determined that productivity was influenced by psychological factors such as the group responding to the attention that they were getting, the expectations placed on them and to peer pressure from group members. The studies were terminated in 1932.
Diff: 2
Bloom's: Evaluation
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: The Hawthorne studies focused attention on the human side of organizations.
AACSB: Reflective Thinking

81) What is Maslow's hierarchy of needs? Define each of them beginning with the most basic.
Answer: Maslow's hierarchy of needs beginning with the most basic are **Physiological** —The need for food and shelter; **Safety** —The need for security, protection and stability; **Social — economic** —The need for love, affection, and a sense of belonging in one's relationship with others; **Esteem** — The need for recognition, respect, prestige, and self-esteem; **Self-actualization** —The need for self-fulfillment and to use one's abilities to the fullest and most creative extent.
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Maslow described a hierarchy of human needs with self-actualization at the top.
AACSB: Reflective Thinking

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82) Discuss and compare McGregor's Theory X and Theory Y.
Answer: McGregor, in an attempt to convince managers to pay more attention to the social and self-actualization needs of employees, postulated that there were two opposing views of human nature; Theory X and Theory Y. Theory X assumes that people dislike work, lack ambition, are irresponsible and prefer to be led. Theory Y assumes that people want to work, accept responsibility, are self-directed and are creative. McGregor further believed that these two assumptions were self-fulfilling prophecies in the sense that people will behave as you expect them to do.

Theory X managers were thought to have a "command and control" style. Theory Y managers were thought to have a more participative style.
Diff: 2
Bloom's: Evaluation
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: McGregor believed managerial assumptions create self-fulfilling prophecies.
AACSB: Reflective Thinking

83) What is management science and operations research? Why do today's organizations use these techniques to solve management problems?
Answer: Management science and operations research apply mathematical techniques to solve management problems. Organizations use these techniques because they want to find optimal solutions to problems found in the big data they collect. It is useful to have a quantitative approach to solving problems rather than simply relying on "gut instinct". In short, big data is a trend today, so organizations need a way to analyze that data.
Diff: 2
Bloom's: Evaluation
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Contingency thinking holds that there is no one best way to manage.
AACSB: Reflective Thinking

84) Why is evidence-based management so important? What characteristics are required for scientific method research?
Answer: Nobody wants to look great and then be criticized/humiliated later for not having any "hard facts". Students could mention Taylor, Hawthorne, and Jim Collins as examples of how scientists and authors are criticized for their work: weak insights, shoddy empirical evidence, inability to separate facts and conjecture. Characteristics = research question or problem is identified, hypotheses (possible explanations) are stated, research design is created to systematically test the hypotheses, data gathered in research are analyzed and interpreted, hypotheses are accepted or rejected based on the evidence.
Diff: 2
Bloom's: Evaluation
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Contingency thinking holds that there is no one best way to manage.
AACSB: Reflective Thinking

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85) The _____ principle states that organizations should operate with clear and unbroken lines of communication from top to bottom.
A) scalar chain
B) unity of command
C) bureaucratic
D) scientific management
Answer: A
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Fayol's administrative principles describe managerial duties and practices.
AACSB: Analytic

86) The _____ principle states that a worker should receive orders from only one boss.
A) scalar chain
B) unity of command
C) bureaucratic
D) scientific management
Answer: B
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Fayol's administrative principles describe managerial duties and practices.
AACSB: Analytic

87) Gloria reports to Kailey for her engineering duties and Venkal for her internal auditing duties. This violates the _____ principle.
A) scalar chain
B) unity of command
C) bureaucratic
D) scientific management
Answer: B
Diff: 2
Bloom's: Application
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Fayol's administrative principles describe managerial duties and practices.
AACSB: Analytic

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88) _____ is the father of African American management.
A) Taylor
B) Spaulding
C) Follett
D) Maslow
Answer: B
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Spaulding espoused respect for people and belief in community.
AACSB: Analytic

89) Which of the following is NOT one of Spaulding's eight necessities of management?
A) Cooperation and teamwork
B) Division of labor
C) Feasibility analysis
D) Foresight and control
Answer: D
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Spaulding espoused respect for people and belief in community.
AACSB: Analytic

90) Data analytics is most closely associated with _____.
A) administrative principles
B) bureaucracy
C) hierarchy of needs
D) operations management
Answer: D
Diff: 2
Bloom's: Comprehension
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Managers use quantitative analysis and tools to solve complex problems.
AACSB: Analytic

91) Big data is associated with _____.
A) data analytics and open systems
B) open systems and quantitative research
C) data analytics and operations management
D) open systems and bureaucracy
Answer: C
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Managers use quantitative analysis and tools to solve complex problems.
AACSB: Analytic

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92) The open systems concept helps to explain why there is so much emphasis today on organizations being _____ driven.
A) customer
B) team leader
C) middle management
D) top management
Answer: A
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Organizations are open systems that interact with their environments.
AACSB: Analytic

93) _____ management involves making decisions based on hard facts about what really works.
A) Operations
B) Total quality
C) Contingency
D) Evidence-based
Answer: D
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Evidence-based management seeks hard facts about what really works.
AACSB: Analytic

94) If you write a book about your leadership experiences without conducting scientific research, you are most likely going to be criticized by _____ management proponents.
A) evidence-based
B) total quality
C) contingency
D) operations
Answer: A
Diff: 2
Bloom's: Application
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Evidence-based management seeks hard facts about what really works.
AACSB: Analytic

95) Theory X is a classical approach to management.
Answer: FALSE
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.1: Understand lessons from classical management approaches.
Section Reference: Taylor's scientific management sought efficiency in job performance.
AACSB: Analytic

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96) Prieto and Phipps are the fathers of African American management.
Answer: FALSE
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Spaulding espoused respect for people and belief in community.
AACSB: Analytic

97) Prieto and Phipps note the contributions of African Americans to the history of management have been overlooked.
Answer: TRUE
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Spaulding espoused respect for people and belief in community.
AACSB: Analytic

98) Spaulding reminds us to always respect people and believe in community.
Answer: TRUE
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.2: Identify insights from behavioral management approaches.
Section Reference: Spaulding espoused respect for people and belief in community.
AACSB: Analytic

99) Management science is a quantitative approach to management problems.
Answer: TRUE
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Managers use quantitative analysis and tools to solve complex problems.
AACSB: Analytic

100) Data analytics is becoming less popular due to its dependence on qualitative big data.
Answer: FALSE
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Managers use quantitative analysis and tools to solve complex problems.
AACSB: Analytic

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101) An organization operates as a complex network of subsystems that support the work of the larger system.
Answer: TRUE
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Organizations are open systems that interact with their environments.
AACSB: Analytic

102) Organizations convert inputs into outputs through a network of subsystems.
Answer: TRUE
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Organizations are open systems that interact with their environments.
AACSB: Analytic

103) Current management practices are rarely criticized for lacking scientific rigor since everyone knows they need to collect hard facts before publishing a book or article on the topic.
Answer: FALSE
Diff: 2
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Evidence-based management seeks hard facts about what really works.
AACSB: Analytic

104) A(n) _____ system transforms resource inputs from the environment into product outputs.
Answer: open
Diff: 1
Bloom's: Knowledge
Learning Objective: 2.3: Recognize foundations of modern management thinking.
Section Reference: Managers use quantitative analysis and tools to solve complex problems.
AACSB: Analytic

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