# *Management (Canadian) 5th edition Schermerhorn Test Bank*

SKU: 9781119705482-TEST-BANK

# CHAPTER 2

# MANAGEMENT LEARNING PAST TO PRESENT

Question type: True/False

1) The three classical management approaches are scientific management, bureaucratic organization and mathematical principles.

Answer: False

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

2) The classical approaches to management assume that people are rational and self-actualizing.

Answer: False

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

3) The principles of scientific management were proposed by Frederick Taylor.

Answer: True

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

4) In the book *The Principles of Scientific Management*, Frederick Taylor stated that the principal objectives of management should be to maximize prosperity for both the employer and the employee.

Answer: True


Copyright © 2021 John Wiley & Sons Canada, Ltd. Unauthorized copying, distribution, or transmission of this page is strictly prohibited

Management (Canadian) 5th edition Schermerhorn Test Bank

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

5) A motion study is the science of analyzing a job or task and then reducing it to it most elementary components

Answer: True

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

6) Time study is the science of reducing a task to its basic physical motions.

Answer: False

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

7) Frederick Taylor's four principles of scientific management focus on developing a science for every job, carefully selecting workers based on their abilities, simplifying work, introducing work standards and giving them proper incentives.

Answer: False

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

8) Motion studies, conducted by Frank and Lillian Gilbreth, provided the foundation for modern job simplification, work standard techniques, and incentive wage plans.

Answer: True

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches

Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

9) For UPS, productivity standards have cut down on inefficiencies and have increased productivity.

Answer: True

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

10) Mary is very concerned with worker morale, and she frequently surveys employees to determine their level of job satisfaction. She feels that people really want to work, to take more responsibility, and to make a contribution. Her approach reflects application of scientific management principles in the workplace.

Answer: False

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

11) Henri Fayol believed that management could be taught.

Answer: True

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

12) Within the administrative practices approach to management the five duties of management include control.
Answer: True

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy

AACSB: Analytic

13) One of the fourteen principles defined by Henri Fayol that is still applicable today is the unity of direction principle.
Answer: True

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

14) One of the rules or duties within the administrative principles approach to management is coordination, which refers to providing and mobilizing resources to implement a plan.

Answer: False

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

15) The disadvantage of administrative principles is that it includes excessive paperwork.

Answer: False

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

16) The scalar chain principle states that there should be a clear and unbroken line of communication from the top to the bottom of the organization.

Answer: True

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

17) The unity of command principle specifies that one person should be in charge of all

activities that have the same performance objective.

Answer: False

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

18) Max Weber believed that efficiency in the utilization of resources and fairness in the treatment of employees and clients were potential advantages of bureaucratic organizations.

Answer: True

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

19) Formal rules and procedures are defining characteristics of Max Weber's bureaucratic organization.

Answer: True

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

20) One of the defining characteristics of Max Weber's bureaucratic organization is the fair and impartial application of rules and procedures.

Answer: True

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

21) Behavioural approaches assume that people are social and self-actualizing, enjoy social relationships, respond to group pressures, and search for personal fulfillment.

Answer: True

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

22) The study of organizational behaviour led to the development of behavioural management approaches.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

23) Even though the way we manage work and organizations is changing, managers today can benefit from studying the history of management thought.

Answer: True

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

24) Mary Parker Follett believed that making employee ownership and profit-sharing part of the organizational structure and culture would create feelings of collective responsibility.

Answer: True

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

25) Mary Parker Follett's belief that businesses were services and that private profits should always be considered in relation to the public good foreshadowed today's concerns with managerial ethics and corporate social responsibility.

Answer: True

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

26) Many modern management concepts have parallels in some of the historical management writings, and contemporary managers are trying to perfect many ideas that have deep historical roots.

Answer: True

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

27) Since so much has changed in management science, the writings of classical theorists like Mary Parker Follett are **not** relevant to the way organizations are managed today.

Answer: False

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

28) Leon Prieto is often referred to as the "Father of African American Management".

Answer: False

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

29) One of the eight necessities of management outlined by Charles C. Spaulding is adequate communication.

Answer: False

Learning Objective 2.1: Describe the principal insights of classical management thinking.

Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

30) After a series of scientific tests, Elton Mayo and his team of researchers concluded that a new "social setting" created for workers in a test room decreased the productivity of those employees.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

31) According to Elton Mayo, people would restrict their output in order to avoid the displeasure of their group, even if it meant sacrificing pay that could otherwise be earned by increasing output.

Answer: True

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

32) The Hawthorne effect is the tendency of persons singled out for special attention to perform as or better than expected.

Answer: True

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

33) Neither group atmosphere nor participative supervision was found to be an important explanatory factor for improved productivity in the relay assembly test-room studies at Western Electric's Hawthorne Works.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

34) The Hawthorne studies shifted the attention of managers and scholars away from the technical and structural concerns emphasized by the classical management approach toward the study of social and human concerns as keys to productivity.

Answer: True

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

35) A key lesson from the Hawthorne studies is that people's feelings, attitudes, and relationships with co-workers have very little influence on their performance as compared with compensation and incentives.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

36) One of the findings of the Hawthorne studies is that physical working conditions have a much greater impact on worker performance and productivity than people's feelings, attitudes, and relationships with their co-workers.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

37) A need is described by Abraham Maslow as a physiological or psychological deficiency that must be fulfilled.

Answer: True

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

38) According to the deficit principle, a satisfied need is a motivator of behaviour.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

39) According to the progression principle, a satisfied need does **not** motivate behaviour.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

40) Esteem, social and safety are all lower order needs according to Maslow's hierarchy of needs.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

41) Self-actualization, esteem, and social are all higher order needs according to Maslow's hierarchy of needs.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches

Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

42) Maslow's ideas point managers toward finding ways to link volunteer work with opportunities to satisfy higher-order needs like esteem and self-actualization.

Answer: True

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

43) Physiological and safety needs are higher-order needs in Maslow's hierarchy of human needs.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

44) According to Maslow, the more the self-actualization need is satisfied, the weaker it becomes.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

45) Physiological needs refer to the needs for physical closeness and relationships with others.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy

AACSB: Analytic

46) Self-actualization is a term used by Maslow to explain why managers who understand and help people satisfy higher-order needs at work will achieve greater levels of productivity and fulfillment.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

47) Managers holding Theory Y assumptions approach their jobs believing that those who work for them generally dislike work, lack ambition, act irresponsibly, and prefer to be led rather than to lead.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

48) Based on McGregor's Theory, Theory X managers are more effective in motivating people because they believe that their subordinates like work and are self-motivated and are willing to accept responsibility.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

49) Managers who hold Theory Y assumptions value diversity, empowerment and leadership.

Answer: True

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy

AACSB: Analytic

50) Self-fulfilling prophecies are created by managers who hold Theory X or Theory Y assumptions.

Answer: True

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

51) Both the Hawthorne studies and McGregor's X and Y Theory predict that people tend to act in ways that are consistent with what managers expect of them.

Answer: True

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

52) Argyris asserts that psychological success occurs when people define their own goals.

Answer: True

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

53) Argyris believes that implementation of classical management ideas such as the bureaucratic organization and Fayol's administrative principles will ensure that workers are productive and efficient.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

54) Argyris's theory of adult personality counters Fayol's concept of unity of direction.

Answer: True

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

55) In contrast to Weber, Argyris believes that people work more efficiently in a clear hierarchy of authority, with those at higher levels controlling people at lower levels in the organization.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

56) Argyris believes that employee absenteeism, turnover, apathy, and low morale are caused by lack of adequate supervision and poorly defined tasks.

Answer: False

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

57) The quantitative management approach uses mathematical techniques to improve managerial decision making and problem solving.

Answer: True

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

Management (Canadian) 5th edition Schermerhorn Test Bank

58) A grocery store receives complaints from customers that the waiting time is too long for checkouts during certain times of the day. This problem can be solved by the queuing theory.

Answer: True

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

59) A real estate developer wants to control costs and finish building a new apartment complex on time. This problem can be solved by inventory analysis.

Answer: False

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

60) Inventory modelling is used to help allocate service personnel or workstations to minimize customer waiting time and service cost.

Answer: False

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

61) Network models break large tasks into smaller components to allow for better analysis, planning, and control of complex projects.

Answer: True

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

62) Simulation is used to create models to determine how best to allocate scarce resources.

Answer: False

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

630) Analytics is the systematic analysis of big data to solve problems and make decisions.

Answer: True

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

64) People and technology are outputs in an open system.

Answer: False

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

65) Goods and services are inputs in an open system.

Answer: False

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

66) An open system interacts with its environment in the continual process of transforming resource inputs into outputs.

Answer: True

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

67) According to the contingency theory, appropriate managerial behaviour can be generalized or extrapolated from other situations.

Answer: False

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

68) Contingency thinking involves matching responses to the unique problems and opportunities posed by different situations and by individual and environmental differences.

Answer: True

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

69) Contingency thinking is consistent with Weber's concept of bureaucracy which is an ideal form of organizing.

Answer: False

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

70) A tight bureaucracy works best when the environment is relatively stable and operations are predictable and uncomplicated.

Answer: True

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

71) Total quality management (TQM) focuses primarily on specific quality issues within a particular segment within the larger organization.

Answer: False

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

72) Continuous improvement involves always searching for new ways to improve work quality and performance.

Answer: True

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

73) ISO certification requires companies to adopt quality benchmarks and then maintain them with strict conformity to quality that strongly discourages change or refinement.

Answer: False

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Comprehension

Difficulty: Easy
AACSB: Analytic

74) Knowledge management involves making decisions based on hard facts about what really works.

Answer: False

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

75) Evidence-based management uses information from four sources; one of which is customer feedback.

Answer: False

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

Question type: Multiple Choice

76) Which of the following assumes that when at work people will rationally consider opportunities made available to them and do whatever is necessary to achieve the greatest personal and monetary gain?

a) classical management approach
b) Theory X
c) theory of human needs
d) behavioural management approach
e) modern management approach

Answer: a

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

77) Which of the following statements accurately describes the role of management history relative to contemporary management thought?

a) Since the world of work and business continues to change, managers have little to gain from studying the history of management thought.
b) Many modern management concepts have parallels in some of the historical management writings.
c) Contemporary managers are trying to reinvent management practices.
d) There are no useful lessons to be learned from historical management principles.
e) c and d

Answer: b

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

78) Which of the following is a classical management approach?

a) Theory X
b) Theory Y
c) human needs theory
d) Hawthorne studies
e) administrative principles

Answer: e

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

79) The three branches of the classical approach to management are ___.

a) behaviourism, rationalism, and self-actualization
b) scientific management, administrative principles, and bureaucratic organization
c) authoritarian, permissive, and homeostatic
d) economic, modern, and self-actualizing
e) open, closed, and entropic

Answer: b

Learning Objective 2.1: Describe the principal insights of classical management thinking.

Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

80) The view that people will rationally consider available opportunities and do whatever is necessary to achieve the greatest personal economic gain is the underlying assumption of which approach to management thought?

a) quantitative approach
b) socio-economic approach
c) modern approach
d) classical approach
e) behavioural approach

Answer: d

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

81) ___ emphasizes careful selection and training of workers and supervisory support.

a) Bureaucratic organization
b) Theory X
c) Theory Y
d) Scientific management
e) Administrative principles

Answer: d

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

82) Who is known as the father of scientific management?

a) Henri Fayol
b) Frederick Taylor
c) Max Weber
d) Douglas McGregor
e) Abraham Maslow

Answer: b

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

83) According to Frederick Taylor, the principle objective of management should be ___.

a) profitability
b) efficiency
c) achieving the greatest good for society
d) the good of the community
e) securing maximum prosperity for both the employer and employee

Answer: e

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

84) Which of the following was used by Taylor to find ways to improve workers' productivity?

a) Motion study
b) Time study
c) Scientific management
d) Quantitative analysis
e) None of the above

Answer: b

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

85) Finley has been watching some of the workers on shift sort and put inventory in storage bins. It appears that much time and effort are being wasted and Finley decides to analyze the workers' overall task and then select and train workers for specific parts of the job so as to increase workers' productivity. Finley is applying the principles of ___.

a) scientific management

b) organizational behaviour
c) management science
d) contingency theory
e) administrative management

Answer: a

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

86) A follower of Frederick Taylor would be least likely to try to ___.

a) make results-based compensation a performance incentive
b) select workers with the right abilities to do the job
c) offer workers proper training
d) motivate workers by encouraging them to work in small groups
e) train supervisors to support workers by carefully planning their work

Answer: d

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

87) The practical lessons of scientific management include all of the following **except**

a) make results-based compensation a performance incentive.
b) select workers with the right abilities to do the job.
c) carefully design jobs with efficient work methods.
d) allow workers to have input into the determination of work methods and performance standards.
e) train supervisors to support workers by carefully planning their work.

Answer: d

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

88) ___ refer(s) to a job science that includes careful selection and training of workers along

with proper supervisory support.

a) Administrative principles
b) Scientific management
c) Contingency theory
d) Self-actualization
e) Fayol's principles of management

Answer: b

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

89) A group of friends wanted to start their own car detailing business. It was decided that to be as productive and profitable as possible they would break down the various jobs associated with cleaning the inside and outside of a car, and each would specialize in a job or task. With which of the following management approaches do their actions most agree?

a) administrative principles
b) scientific management
c) contingency theory
d) self-actualization
e) Fayol's principles of management

Answer: b

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

90) Pizza Bliss, a pizza delivery chain, assures delivery of pizza within half an hour of the placement of order. It employs various techniques such specialization of work, motion studies, and analysis of routes to make sure that an order reaches a customer in no more than half an hour. Which of the following management techniques is Pizza Bliss most likely using?

a) Maslow's theory of human needs
b) bureaucratic organization
c) scientific management
d) Hawthorne studies
e) Theory X and Theory Y

Answer: c

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

91) Which of the following concepts has led to advances in the areas of job simplification, work standards, and incentive wage plans?

a) administrative principles
b) theory of human needs
c) Theory X
d) Theory Y
e) motion study

Answer: e

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

92) The work of Frank and Lillian Gilbreth on motion studies provided the basis for later advances in which of the following management areas?

a) job simplification
b) incentive wage plans
c) work standards
d) all of the above
e) none of the above

Answer: d

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

93) United Parcel Service (UPS) makes use of calibrated productivity standards as well as the timing of package sorting, delivery, and pickup to keep productivity at the highest level per employee. In developing worker productivity standards, UPS makes use of ___.

a) behavioural theories
b) self-actualization

c) systems theory
d) scientific management
e) administrative principles

Answer: d

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

94) Henri Fayol's ___ closely resemble the ___ that are used in contemporary businesses.

a) three rules of management; systems and contingency approaches.
b) administrative principles; systems and contingency approaches.
c) five duties of management; four functions of management.
d) notions of planning and organizing; ideas of command and coordination.
e) principles of collective and social responsibility; functions of management.

Answer: c

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

95) According to Henri Fayol, the five rules of management are ___.

a) foresight, organization, command, coordination, and control
b) authority, responsibility, discipline, remuneration, and initiative
c) centralization, stability, initiative, communication, and *espirit de corps*
d) prediction, hypothesis, observation, experimentation, and verification
e) standardization, centralization, negative entropy, communication, and homeostasis

Answer: a

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

96) Henri Fayol is noted for originating which of the following concepts?

a) the scalar chain principle

b) the unity of command principle
c) the unity of direction principle
d) all of the above
e) none of the above

Answer: d

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

97) Which of the five rules of management is completing a plan of action for the future?

a) Foresight
b) Organization
c) Command
d) Coordination
e) Control

Answer: a

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

98) Which of the five rules of management is to lead, select, and evaluate workers to get the best work toward a plan?

a) Foresight
b) Organization
c) Command
d) Coordination
e) Control

Answer: c

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

99) The manager of a company fits diverse efforts together. He ensures that information is

shared, and problems are solved. Which of the following management duties is the manager performing?

a) foresight
b) organization
c) command
d) coordination
e) control

Answer: d

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

100) In a juice manufacturing plant, the production team manufactures 2,000 bottles of juice per day while the sales team sells only 1,700 bottles per day. Since the product is perishable, the extra output incurs losses to the company. The manager intervenes and sets a common standard for both teams. Which of the following management duties is the manager performing?

a) control
b) foresight
c) coordination
d) organization
e) command

Answer: a

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

101) ___ is to make sure things happen according to plan and to take necessary corrective action.

a) Foresight
b) Organization
c) Command
d) Coordination
e) Control

Answer: e

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

102) A manager employs five workers to produce a total of 36 units of a product per day, and soon realizes that the workers are able to produce only 30 units a day. The manager then employs an additional worker to meet the set target. Which of the following duties of management is being applied?

a) foresight
b) organization
c) command
d) coordination
e) control

Answer: e

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

103) Which of the following is true of the scalar chain principle?

a) Each person should receive orders from only one boss.
b) There should be a clear and unbroken line of communication from the top to the bottom in an organization.
c) One person should be in charge of all activities that have the same performance objective.
d) Guidelines must be written and kept for historical record.
e) Workers should be selected and promoted on ability, competency, and performance.

Answer: b

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

104) Mr. Reymont, the founder of Reymont Public School, set multiple guidelines and rules about each governing body and the hierarchical structure. He has set up a system to ensure that crucial information reaches all stakeholders in the organization. This has helped in the smooth functioning of the school and avoided managerial overrides. Which of the following principles has Mr. Reymont adhered to in this scenario?

a) scalar chain of principle
b) progression principle
c) deficit principle
d) participative management
e) total quality management

Answer: a

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Application
Difficulty: Hard
AACSB: Reflective Thinking

105) A worker receives an order to meet the daily production target from one manager and an order to train the new workers from another. Which of the following principles does this action contravene?

a) scalar chain principle
b) unity of command principle
c) unity of direction principle
d) principle of motion study
e) principle of merit

Answer: b

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

106) Which of the following is true of the unity of direction principle?

a) One person should be in charge of all activities that have the same performance objective.
b) Guidelines must be written and kept for historical record.
c) Each person should receive orders from only one boss.
d) There should be a clear and unbroken line of communication from the top to the bottom in an organization.
e) Workers should be selected and promoted on ability, competency, and performance.

Answer: a

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy

AACSB: Analytic

107) Which of the following best states the impetus for the development of a bureaucratic organization?

a) Max Weber was trying to define the one best way to perform a job.
b) Max Weber was attempting to upset German society.
c) Max Weber was reacting to performance deficiencies in organizations of his day.
d) Max Weber was attempting to identify a common set of employee needs in German society.
e) Max Weber was interested in formulating exact rules of behaviour for German managers.

Answer: c

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

108) Max Weber was concerned that people in nineteenth-century organizations were in positions of authority due to their ___ rather than their ___.

a) political connections; leadership traits.
b) social standing; job-related capabilities.
c) leadership qualities; job requirements.
d) economic wealth; social standing.
e) managerial competence; economic wealth.

Answer: b

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

109) Max Weber believed that ___ could correct performance deficiencies in late 19th century German organizations.

a) a loosely structured system
b) a bureaucracy
c) a contingent organization
d) an organic organization
e) an adaptive organization

Answer: b

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

110) ___ is an ideal, intentionally rational, and very efficient form of organization founded on the principles of logic, order, and legitimate authority.

a) a democratically structured system
b) a contingent organization
c) an organic organization
d) an open systems organization
e) bureaucracy

Answer: e

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

111) Weber's conception of bureaucratic organizations included all of the following characteristics **except**

a) clear division of labour.
b) clear hierarchy of authority.
c) formal rules and procedures.
d) impersonality.
e) careers based on social and/or political connections.

Answer: e

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

112) Assume that an organization has a clear division of labour, standard rules and procedures, a well-defined hierarchy of authority; members selected for technical competence, and explicitly defined duties and responsibilities. This is an example of ___.

a) a closed system
b) an open system

c) a bureaucracy
d) negative entropy
e) scientific management

Answer: c

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

113) Which of the following best describes the idea of a clear division of labour?

a) Rules and procedures are impartially and uniformly applied, with no one receiving preferential treatment.
b) Jobs are well defined, and workers become highly skilled at performing them.
c) Workers are selected and promoted on ability, competency, and performance, and managers are career employees of an organization.
d) Written guidelines direct behaviour and decisions in jobs, and written files are kept for historical record.
e) Authority and responsibility are well defined for each position, and each position reports to a higher-level.

Answer: b

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

114) Which of the following best describes the concept of impersonality?

a) Jobs are well defined, and workers become highly skilled at performing them.
b) Workers are selected and promoted on ability, competency, and performance, and managers are career employees of an organization.
c) Written guidelines direct behaviour and decisions in jobs, and written files are kept for historical record.
d) Authority and responsibility are well defined for each position, and each position reports to a higher-level.
e) Rules and procedures are impartially and uniformly applied, with no one receiving preferential treatment.

Answer: e

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches

Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

115) At Infra-beam Solutions, the workers under one manager are expected to follow rigid and specific times for their shifts, and the workers under another manager are given the liberty of flexible timings. Which of the following characteristics of a bureaucracy has the company neglected?

a) clear division of labour
b) clear hierarchy of authority
c) unity of direction
d) careers based on merit
e) impersonality

Answer: e

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

116) Which of the following is an advantage of bureaucracy?

a) relatively less paperwork
b) flexibility in the face of shifting client needs
c) greater efficiency and organizational stability
d) employee enthusiasm
e) speed in handling problems

Answer: c

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

117) Which of the following is a disadvantage of bureaucracy?

a) preferential treatment of some employees
b) unclear division of labour
c) excessive paperwork
d) unclear hierarchy of authority
e) absence of written guidelines

Answer: c

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

118) Which one of the following statements about bureaucracy is true?

a) The work of Max Weber is too outdated to be used in the modern science of management.
b) The work of Max Weber still has a major impact on the present trends and directions of management.
c) The work of Max Weber influenced only European management thinkers.
d) Bill Gates bases the operations of Microsoft on Max Weber's theories of specialization and division of labour.
e) Max Weber believed that a bureaucracy was the most rigid and apathetic form of organization.

Answer: b

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

119) Morgan is skilled at managing employees and developing solution for emerging problem, and so was chosen as the assistant manager. In Morgan' organization, jobs are well defined, and employees become experts at what they do. There is a formal chain of command, yet there is no favouritism. According to this information, choose the approach to management that has been adopted by this organization.

a) Maslow's theory of human needs
b) evidence-based management
c) bureaucracy
d) Taylor's managerial approach
e) scalar chain system

Answer: c

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

120) The behavioural (or human resource) approach to management assumes that ___.

a) people at work will seek satisfying social relationships, respond to group pressures, and search for personal fulfillment
b) management problems are best solved by qualitative rather than by quantitative analysis
c) people are easily understandable creatures
d) people are completely rational and responsive to economic incentives
e) environmental reinforcements have little to do with people's work behaviour

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

121) Avery, the CEO of Magnum Heights, believes that employees who feel they are part of the organization in which they work are likely to exhibit better productivity. Keeping these ideals in mind, Avery has adopted a scheme in which employees are offered shares of the company. Which managerial theory does this action demonstrate?

a) Weber's bureaucracy model
b) McGregor's Theory X
c) Follett's organizations as communities
d) Fayol's administrative principles
e) Taylor's scientific management

Answer: c

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

122) Today's concerns for managerial ethics and corporate social responsibility were foreshadowed in the writings of ___ which argued that businesses were services and that private profits should always be considered in relation to the public good.

a) Frederick Taylor
b) Henri Fayol
c) Mary Parker Follett
d) Max Weber
e) Lyndall Urwick

Answer: c

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

123) The ___ approach to management assumes that people are social and self-actualizing, enjoy social relationships, respond to group pressures, and search for personal fulfillment.

a) classical
b) scientific management
c) contingency thinking
d) behavioural
e) modern

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

124) The behavioural approach to management includes all of the following approaches **except**

a) The Hawthorne studies.
b) Maslow's theory of human needs.
c) McGregor's Theory X and Theory Y.
d) the human systems contingency model.
e) Argyris's theory of personality and organization.

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

125) Mary Parker Follett, a classical management theorist, believed that ___.

a) groups were mechanisms through which diverse individuals could combine their talents for a greater good
b) organizations are communities in which managers and workers should labour in harmony
c) the manager's job is to help people in organizations cooperate with one another and achieve an integration of interests

d) all of the above
e) none of the above

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

126) Which of the following is true of Follett's view on organizations?

a) Organizations are communities in which managers and workers should work in harmony.
b) Follett warned against the dangers of less hierarchy.
c) Follett supported the idea of managers dominating workers.
d) She propagated the idea of workers working individually, rather than in a group.
e) It is not a manager's job to help people cooperate with one another.

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

127) Which of the following management theories advocates employee ownership, profit sharing, and gain-sharing plans?

a) McGregor's Theory X and Theory Y
b) Hawthorne studies
c) Fayol's Administrative Principles
d) Maslow's hierarchy of needs
e) Follett's organizations as communities

Answer: e

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

128) A manager wishes to implement the conclusions of the Hawthorne studies into their organization. To do so, the manager should

a) create written guidelines for workers.
b) implement division of labour in the workplace.
c) assure good human relations between workers.
d) reduce a job or task to its basic physical motion.
e) define authority and responsibility for each worker.

Answer: c

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

129) Charles C. Spaulding outlined "eight necessities" of management. Which of the following is **not** one of those necessities?

a) Cooperation and teamwork
b) Authority and responsibility
c) Conflict resolution
d) Adequate training
e) Adequate capital

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

130) A manager finds out that the productivity has declined. As a result a new social setting is created for the workers, where they share pleasant social relations with one another and receive special attention from the supervisor. The manager has implemented lessons from ___ to improve the productivity of the workers.

a) the scientific management theory
b) the theory of human needs
c) Theory X and Theory Y
d) the Hawthorne studies
e) Fayol's administrative principles

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Application
Difficulty: Medium

AACSB: Analytic

131) Which of the following theories proposes that groups can have strong negative, as well as positive, influences on individual productivity?

a) scientific management theory
b) bureaucratic organization
c) Theory X and Theory Y
d) Hawthorne studies
e) administrative principles

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

132) Which of the following best describes the Hawthorne effect?

a) The tendency of people who are singled out for special attention to perform as anticipated because of expectations created by the situation.
b) the objective of management is to secure maximum prosperity for both employer and employee..
c) The need that is activated only when the next-lower-level need is satisfied.
d) Generally, people dislike work, lack ambition, act irresponsibly, and prefer to be led.
e) Basically, people are willing to work, like responsibility, and are self-directed and creative.

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

133) Peyton has been having some challenges at work. Peyton's manager believes that Peyton can be best motivated by providing an environment where Peyton's most pressing needs can be satisfied. Which of the following theories reflects the manager's thinking?

a) McGregor's Theory X
b) The Hawthorne Studies
c) Deming's TQM
d) Taylor's scientific management
e) Abraham Maslow's hierarchy of needs

Answer: b

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

134) ___ suggests that higher levels of productivity in the workplace are achieved when a manager develops and encourages good human relations.

a) The administrative principle
b) The Hawthorne Effect
c) McGregor's Theory X
d) Abraham Maslow's hierarchy of needs
e) The organizations as communities principle

Answer: b

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

135) The Hawthorne studies refer to ___ that was conducted at the Hawthorne Works of the Western Electric Company.

a) an intensive training program for workers
b) an education program for fast-track managers
c) a research program on technology
d) a research program on management decision making
e) a research program on individual productivity

Answer: e

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

136) Which of the following statements best characterizes the thinking that emerged from the Hawthorne studies?

a) If jobs are properly designed and proper incentives provided, predictable results will follow.

b) Workers will perform their jobs as they are told to and will maximize their output so as to increase their pay.
c) Concern for the worker will lead to greater worker satisfaction, which will then lead to increased output.
d) Workers generally dislike work and need to be closely supervised to ensure adequate productivity.
e) People are motivated primarily by money.

Answer: c

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

137) A key conclusion from the Hawthorne relay assembly test-room studies was that ___.

a) workers cannot be productive at various levels of illumination
b) workers are basically rational
c) workers perform well when they share pleasant social relations with one another and when supervision is participatory
d) workers are more productive when their pay scale is increased to match their effort
e) workers are more productive when their work areas are well lighted

Answer: c

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

138) The Hawthorne studies have been criticized for which of the following reasons?

a) poor research design
b) weak empirical support for the conclusions drawn
c) the tendency of researchers to over generalize their findings
d) all of the above
e) none of the above

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

139) The Hawthorne studies shifted the attention of managers and scholars away from the technical and structural concerns emphasized by the classical management approach and towards ___.

a) a more scientific approach to management
b) in-depth studies of actual case histories and individual experiences
c) the use of computers to deal with more complex mathematical models
d) the study of social and human concerns as keys to productivity
e) a Theory X approach to management science

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

140) Which of the following best describes the Hawthorne effect?

a) The tendency of workers that have been singled out to perform at least as well as expected.
b) The idea that managers should give more attention to workers' social and self-actualizing needs.
c) It is the job of managers to help workers cooperate with each other and to amalgamate goals and interests.
d) The principle objective of management is to secure the prosperity of both employers and employees.
e) None of the above

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

141) The deficit principle states that

a) a need is activated only when the next-lower-level need is satisfied.
b) people dislike work, lack ambition, act irresponsibly, and prefer to be led.
c) people are willing to work, like responsibility, and are self-directed and creative.
d) people at work rationally consider opportunities made available to them and do whatever is necessary to achieve the greatest personal and monetary gain.
e) a satisfied need is not a motivator of behaviour.

Answer: e

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

142) The progression principle states that

a) a need is activated only when the next-lower-level need is satisfied.
b) people dislike work, lack ambition, act irresponsibly, and prefer to be led.
c) people are willing to work, like responsibility, and are self-directed and creative.
d) people at work rationally consider opportunities made available to them and do whatever is necessary to achieve the greatest personal and monetary gain.
e) a satisfied need is not a motivator of behaviour.

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

143) Charlie, a long-time employee of Relkins & Sons Ltd., earns a good compensation, owns a house, and is close to family and friends. Charlie has been recognized as a good manager, respected by subordinates, and has excellent managerial skills. Relkins & Sons has offered to pay Charlie's house rent if Charlie can successfully negotiate a substantial contract with a new client. This offer fails to motivate Charlie. Which of the following principles explains Charlie's behaviour?

a) progression principle
b) principle of motion study
c) deficit principle
d) Hawthorne effect
e) self-fulfilling prophecy

Answer: c

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

144) Which of the following management theories is based on the deficit principle and the

progression principle?

a) administrative principles
b) Maslow's theory of human needs
c) scientific management
d) Hawthorne studies
e) Theory X and Theory Y

Answer: b

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

145) Which of the following refers to the lowest needs in Maslow's hierarchy of human needs?

a) esteem needs
b) self-actualization needs
c) social needs
d) safety needs
e) physiological needs

Answer: e

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

146) Maslow's work in the area of human needs is important to which area of management thought?

a) classical approach
b) scientific management
c) systems theory
d) human relations
e) contingency theory

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy

AACSB: Analytic

147) Maslow's hierarchy of needs theory includes which of the following needs?

a) food, shelter, money, and prestige
b) physiological, spiritual, social, and psychological fulfillment
c) physical safety, financial security, and social status
d) physiological, safety, social, esteem, and self-actualization
e) respect, prestige, recognition, security, and power

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

148) ___ needs refer to the needs for basic biological maintenance such as food, water, and physical well-being.

a) Physiological
b) Safety
c) Social
d) Esteem
e) Self-actualization

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

149) ___ needs refer to the needs for security, protection, and stability in the events of daily life.

a) Physiological
b) Safety
c) Social
d) Esteem
e) Self-actualization

Answer: b

Learning Objective 2.2: Identify key insights of the behavioural management approaches.

Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

150) ___ needs concern the needs for love, affection, and belongingness in one's relationships with other people.

a) Physiological
b) Safety
c) Social
d) Esteem
e) Self-actualization

Answer: c

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

151) ___ needs involve the needs for respect, prestige, recognition, and self-esteem; and a personal sense of competency and mastery.

a) Physiological
b) Safety.
c) Social
d) Esteem
e) Self-actualization

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

152) ___ needs include the needs for being self-fulfilled and to grow and use abilities to the fullest and most creative extent.

a) Physiological
b) Safety
c) Social
d) Esteem
e) Self-actualization

Answer: e

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

153) According to the deficit principle of Maslow's theory of human needs, ___.

a) people have a variety of needs, or deficits, that they must satisfy at any given time
b) each person has different needs
c) people are not motivated by a satisfied need
d) people are always in need of something
e) no matter what their condition in life, all people are looking for basic security

Answer: c

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

154) According to the progression principle of Maslow's theory of human needs, ___.

a) the five human needs must all be satisfied before people can progress to self-actualization
b) a need at any level only becomes activated when the next lower-level need has been satisfied
c) the most basic human need is the need for self-actualization
d) human needs are never truly fulfilled
e) human needs progress from stronger needs to weaker needs

Answer: b

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

155) At which need level of Maslow's hierarchy do the deficit and progression principles cease to operate?

a) physiological needs
b) safety needs

c) social needs
d) esteem needs
e) self-actualization needs

Answer: e

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

156) Greer manages a not-for-profit organization and is interested in applying Maslow's need hierarchy to manage the volunteers working for this not-for-profit organization. In order to promote productivity, Greer should ___.

a) create jobs that satisfy the needs of the volunteers
b) create work environments that satisfy the needs of the volunteers
c) ensure that the work is fulfilling for the volunteers
d) all of the above
e) none of the above

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

157) Shae works for minimum wage and does **not** have enough money to pay for the family's dental bills . Shae's manager offers to award Shae with a "Best Worker" certificate if Shae can increase productivity. This offer fails to motivate Shae. Which of the following explains Leonard's behaviour?

a) progression principle
b) principle of motion study
c) deficit principle
d) Hawthorne effect
e) Weber's bureaucracy theory

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

158) Which of the following is an example of a self-actualization need?

a) need for self-fulfillment
b) mastery
c) affection
d) protection
e) physical well-being

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

159) The CEO of Charter & Co. has good compensation, a house, a family, and is respected by his employees and is recognized as an efficient manager. Now, the CEO wants to start their own company. Which of the following needs is being responding to?

a) social needs
b) esteem needs
c) physiological needs
d) self-actualization needs
e) safety needs

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

160) A long-time employee of a company earns a wage that provides adequate food, shelter, and a good standard of living. According to the progression principle, which of the following needs is most likely to motivate this individual next?

a) recognition
b) mastery
c) protection
d) self-fulfillment
e) affection

Answer: e

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

161) The worker of a company is motivated by the need for security, protection, and stability in the day-to-day events of life. According to the progression principle, which of the following needs has already been satisfied?

a) safety needs
b) cultural needs
c) social needs
d) esteem needs
e) physiological needs

Answer: e

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

162) At the ___level of human needs, the deficit and progression principles cease to operate.

a) self-actualization
b) social
c) safety
d) esteem
e) physiological

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

163) Shiloh is the manager at Peace, an international campaigning organization where volunteers work without being paid. According to Maslow's theory, which of the following needs should Shiloh focus on to increase the productivity of the volunteers?

a) physical well-being
b) safety
c) esteem

d) mastery
e) protection

Answer: c

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

164) According to McGregor's Theory X, ___.

a) people are social and self-actualizing
b) a satisfied need does not motivate behaviour
c) people at work rationally consider opportunities made available to them
d) a need is activated only when the next-lower-level need is satisfied
e) people dislike work, lack ambition, act irresponsibly, and prefer to be led

Answer: e

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

165) According to McGregor's Theory Y, ___.

a) people are willing to work, like responsibility, and are self-directed and creative
b) people are social and self-actualizing
c) a satisfied need does not motivate behaviour
d) people at work rationally consider opportunities made available to them
e) a need is activated only when the next-lower-level need is satisfied

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

166) Which of the following management theories create self-fulfilling prophecies?

a) Maslow's theory of human needs
b) Argyris's theory of adult personality

c) McGregor's Theory X and Theory Y
d) The Hawthorne Studies
e) Follett's organizations as communities

Answer: c

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

167) According to Douglas McGregor, managers should pay more attention to ___.

a) motion studies
b) social responsibility
c) behaviour modification techniques
d) quantitative analysis
e) social and self-actualization needs

Answer: e

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

168) Theory X managers tend to see their employees as ___.

a) creative, responsible, and self-motivated
b) motivated by challenging work
c) irresponsible, resistant to change, lacking in ambition, disliking work, and preferring to be led rather than to lead
d) liking work because they prefer to lead rather than to be led
e) basically rational

Answer: c

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

169) According to McGregor, Theory Y managers tend to see their employees as ___.

a) passive, dependent, and reluctant
b) irresponsible, resistant to change, lacking in ambition, disliking work, and preferring to be led rather than to lead
c) willing to work, willing to accept responsibility, capable of self-direction, capable of self-control, imaginative, and creative
d) disliking work because they prefer to be led rather than to lead
e) basically rational and motivated by money

Answer: c

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

170) Douglas McGregor believed that managers holding either Theory X or Theory Y assumptions could create situations in which employees acted as expected. This idea is known as ___.

a) the Hawthorne Effect
b) Theory Z
c) the self-fulfilling prophecy
d) self-actualization
e) the expectancy theory

Answer: c

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

171) Douglas McGregor would describe managers who tend to be directive in their relationships with others and who take a command-and-control orientation as ___ managers.

a) scientific principles
b) Theory X
c) Theory Y
d) Theory Z
e) administrative principles

Answer: b

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches

Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

172) A manager who allows their employees to participate in decision making, who delegates authority to them, and who offers them greater job autonomy and job variety would be classified by Douglas McGregor as a ___ manager.

a) democratic
b) human relations
c) Theory X
d) Theory Y
e) Theory Z

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

173) Which of the following is true of the self-fulfilling prophecy?

a) It does not occur to managers who hold Theory X assumptions.
b) It occurs when an employee acts in ways that confirm the manager's expectations.
c) It does not occur to managers who hold Theory Y assumptions.
d) It is the tendency of employees singled out for special attention to perform as expected.
e) It tries to match management practices with situational demands.

Answer: b

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

174) Cooper is a manager who assumes that employees dislike work and act irresponsibly. As a result Cooper tries to command and control the employees in every way possible. According to the self-fulfilling prophecy, Cooper's employees are most likely to

a) take initiatives.
b) become creative.
c) become passive.
d) be self-directed.
e) perform responsibly.

Answer: c

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Reflective Thinking

175) Morgan is a manager who assumes that employees are willing to perform well, like responsibility, and are self-directed. Morgan encourages them to be more involved in their jobs and grants them reasonable freedom. Morgan's employees are most likely to

a) act passively.
b) become dependent.
c) perform reluctantly.
d) perform irresponsibly.
e) take initiatives.

Answer: e

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Reflective Thinking

176) Managers holding assumptions in Theory X and Theory Y believe that ___.

a) people are willing to work and like responsibility
b) people are self-directed and creative
c) these theories typically create responsible workers
d) these theories create self-fulfilling prophecies
e) these theories create opportunities to satisfy esteem and self-actualizing needs

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

177) According to Chris Argyris, ___.

a) managers who treat people positively and as responsible adults will achieve the highest productivity

b) the principle of specialization increases opportunities for self-actualization
c) bureaucracy allows workers to control their work
d) the concept of unity of direction leads to psychological success
e) people dislike work, lack ambition, act irresponsibly, and prefer to be led

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

178) What was the disadvantage Argyris found in Weber's bureaucratic model?

a) It would create passive, dependent workers.
b) It limits opportunities for self-actualization.
c) It would create conditions for psychological failure.
d) It creates a lenient work environment.
e) It disregards motion study.

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

179) What was the disadvantage Argyris found in the scientific management model?

a) It would create passive, dependent workers.
b) It limits opportunities for self-actualization.
c) It would create conditions for psychological failure.
d) It creates a lenient work environment.
e) It disregards motion study.

Answer: b

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

180) According to Argyris's theory of adult personality, which of the following creates dependent and passive workers?

a) Weber's bureaucracy
b) organizations as systems
c) organizations as communities
d) scientific management
e) Maslow's theory of human needs

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

181) According to Argyris's theory of adult personality, which of the following may create conditions for psychological failure?

a) the deficit principle
b) the progression principle
c) the concept of motion study
d) the concept of unity of direction
e) the principle of specialization

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

182) Among the guided values of Toronto-based Four Seasons Hotels and Resorts is "We believe that each of us needs a sense of dignity, pride, and satisfaction in what we do." This principle reflects which theorist approach to behavioural management?

a) Chris Argyris
b) Douglas McGregor
c) Abraham Maslow
d) Mary Parker Follet
e) Elton Mayo

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Application
Difficulty: Medium

AACSB: Analytic

183) According to Chris Argyris, certain management principles found in the classical approaches are inconsistent with ___.

a) the administrative principles approach
b) Theory X
c) the mature adult personality
d) rational principles
e) the findings of quantitative analysis

Answer: c

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

184) According to Chris Argyris, management practices that are influenced by ___ are inconsistent with the mature adult personality.

a) Classical management approaches.
b) Behavioural management approaches.
c) Human resource management approaches.
d) Quantitative management approaches.
e) Modern management approaches.

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

185) Argyris believes that implementation of classical management ideas such as the bureaucratic organization and Fayol's administrative principles will do all of the following **except**

a) create conditions for psychological failure among the workers.
b) ensure that workers are productive and efficient.
c) create dependent and passive workers.
d) cause workers to have little sense of control over their work environments.
e) undermine worker performance.

Answer: b

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

186) According to Argyris's theory of personality and organization, managers who treat people as ___ will achieve ___.

a) dependent workers; the highest productivity
b) dependent workers; high profitability
c) mature and responsible adults; mediocre productivity
d) mature and responsible adults; the highest productivity
e) friendly workers; high productivity and profitability

Answer: d

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

187) Argyris believes that absenteeism, turnover, apathy, alienation, and similar behavioural problems in the workplace occur because of ___.

a) a mismatch between workers' mature personalities and management practices
b) task specialization
c) Theory Y management
d) a lack of situational thinking
e) poor communication between managers and employees

Answer: a

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

188) ___ is the use of large databases and mathematics to solve problems and make informed decisions using systematic investigation.

a) Analytics
b) Evidence-based management
c) Total quality management

d) Contingency thinking
e) Proxemics

Answer: a

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

189) A coal extracting company is worried about the depleting coal reserves in various parts of the world. It wants to make future projections for reserve sizes and depletion rates that are useful in the planning process. Which of the following quantitative approaches should the company apply?

a) inventory analysis
b) mathematical forecasting
c) queuing theory
d) linear programming
e) network models

Answer: b

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

190) A food chain is receiving complaints from customers that the waiting time is too long from the time of order placement to the time of delivery during certain times of the day. The outlet wants to allocate service personnel and workstations based on alternative workload demands in a way that minimizes both customer wait times and costs of service workers. Which of the following quantitative approaches is the outlet most likely to apply?

a) inventory analysis
b) mathematical forecasting
c) queuing theory
d) linear programming
e) network models

Answer: c

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.

Management (Canadian) 5th edition Schermerhorn Test Bank

Section Reference 2.3: Modern Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

191) A supermarket chain is receiving complaints from customers about the long waiting times for checkouts during the hours of 8:00 am to 9:00 am and 5:00 pm to 9:00 pm. Which of the following should the supermarket use to address customers' complaints?

a) quantitative analysis
b) contingency thinking
c) operations management
d) knowledge management
e) learning organization

Answer: a

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

192) Which of the following statements accurately describe quantitative management approaches?

a) Quantitative management approaches developed about the same time as human resource approaches to management.
b) Quantitative approaches are based on the assumption that mathematical techniques can be used to improve managerial problem solving.
c) Quantitative approaches are increasingly driven by computer technology.
d) All of the above statements accurately describe quantitative management approaches.
e) None of the above statements accurately describe quantitative management approaches.

Answer: d

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Analysis
Difficulty: Medium
AACSB: Analytic

193) A real estate developer wants to control costs and complete construction of a new apartment complex on time. The developer will use the ___ quantitative approach.

a) network models
b) inventory analysis
c) queuing theory
d) linear programming
e) mathematical forecasting

Answer: a

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

194) An oil exploration company is worried about future petroleum reserves in various parts of the world. The oil company will use the ___ quantitative approach.

a) network models
b) inventory analysis
c) queuing theory
d) linear programming
e) mathematical forecasting

Answer: e

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

195) A "big box" retailer is trying to deal with pressures on profit margins by minimizing costs of inventories while **never** being "out of stock" for their customers. The big box retailer will use the ___ quantitative approach.

a) network models
b) inventory analysis
c) queuing theory
d) linear programming
e) mathematical forecasting

Answer: b

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches

Bloom's: Application
Difficulty: Medium
AACSB: Analytic

196) ___ helps control stocks by mathematically determining how much to automatically order and when.

a) Queuing theory
b) Mathematical forecasting
c) Inventory analysis
d) Linear programming
e) Network models

Answer: c

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

197) Which of the following is true of linear programming?

a) It makes future projections useful in the planning process.
b) It helps control inventories by mathematically determining how much to automatically order and when.
c) It allocates service personnel and workstations based on alternative workload demands.
d) It calculates how best to allocate limited resources among different alternatives.
e) It breaks large tasks into smaller components and diagrams them in step-by-step sequences.

Answer: d

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

198) Network models are used to

a) make future projections useful in the planning process.
b) control inventories by mathematically determining how much to automatically order and when.
c) allocate service personnel and workstations based on alternative workload demands.

d) calculate how best to allocate limited resources among different alternatives.
e) break large tasks into smaller components and diagram them in step-by-step sequences.

Answer: e

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

199) ___ allows project managers to analyze, plan, and control timetables for the completion of activity sub-sets.

a) Linear programming
b) Bureaucracy
c) Network model
d) Queuing theory
e) Inventory analysis

Answer: c

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

200) An organization is a(n) ___ of interrelated parts working together for a purpose.

a) sub-system
b) system
c) collection
d) open system
e) group

Answer: b

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

201) In an open system, which of the following is an input?

a) an oven used by a baker
b) a service offered by a baker
c) a special type of cheese offered by a deli
d) a loaf of bread made by a baker
e) a sandwich sold at a deli

Answer: a

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

202) In an open system, which of the following is an output?

a) technology
b) people
c) supplies
d) money
e) goods

Answer: e

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

203) A system that actively interacts with its environment is best described as a(n)

a) subsystem.
b) closed system.
c) department.
d) transformation system
e) open system

Answer: e

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge

Difficulty: Medium
AACSB: Analytic

204) The Western Europe division of Nike Inc. is composed of several departments. Using the systems concept, the division would be classified as ___.

a) an entropic system
b) a subsystem
c) either a system or a subsystem depending on the frame of reference
d) either an open or a closed system depending on the frame of reference
e) a closed system

Answer: c

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

205) During the 1960s, many people were offended by what they viewed as the gross commercialism of their environment. As a result, many went to live in communes. The members of the communes tried to make the communes as self-sufficient as possible. The commune dwellers tried to create a ___ that did **not** interact with the external environment.

a) subsystem
b) closed system
c) transformation system
d) resource-independent system
e) open system

Answer: b

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Evaluation
Difficulty: Hard
AACSB: Analytic

206) ___ tries to match managerial responses with problems and opportunities specific to different people and settings.

a) Total quality management
b) Knowledge management
c) Evidence-based management

d) Contingency thinking
e) Quantitative analysis

Answer: d

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

207) Which of the following works best in a stable and predictable environment?

a) tight bureaucracy
b) evidence-based management
c) human relations approach
d) knowledge management
e) quality management

Answer: a

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

208) A shift in consumer taste in a product results in a significant loss in sales. According to ___, this would lead to shift or change in several areas including product manufacturing and marketing.

a) Maslow's Theory
b) quality management
c) behavioural management approaches
d) contingency theory
e) labour Laws

Answer: d

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

209) As a supervisor of a large and diverse workforce, Austin uses whatever style of management seems to fit the individual employee's needs. Austin's management style conforms to which management theory?

a) bureaucratic management
b) total quality management
c) the contingency approach
d) Theory X and Y
e) Maslow's Theory

Answer: c

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Analytic

210) According to the contingency theory, ___.

a) the best management approach is based on Theory Y assumptions
b) there is no one best management approach
c) the best management approach employs formal mathematical models
d) the best management approach takes human factors into consideration
e) the best management approach focuses on the economic realities of decision making

Answer: b

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

211) From a contingency perspective, a bureaucracy

a) is a dynamic way of organizing things.
b) is best suited in organizations that are quick in adapting to changing circumstances.
c) is best suited for quick handling of problems.
d) works best in a relatively unstable environment.
e) works best when the operations are predictable and uncomplicated.

Answer: e

Learning Objective 2.3: Explain the core foundations of modern management theory and

practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

212) ___ is an organization-wide commitment to continuous improvement, product attribute, and customer needs.

a) Quantitative analysis
b) Total quality management
c) Theory X
d) Theory Y
e) Scientific management

Answer: b

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

213) The basic principles behind TQM that W. E. Deming taught the Japanese include

a) tally defects, analyze and trace them to the source, make corrections, measure what follows.
b) tally defects, analyze and trace them to the source, redesign the manufacturing process
c) tally defects, analyze and trace them to the source, make corrections
d) tally defects, analyze and trace them to the source, make corrections, solicit customer feedback
e) none of the above

Answer: a

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

214) The work of _____ is at the heart of the quality movement in management.
a) Mary Parker Follett
b) Charles C. Spaulding
c) Elton Mayo

d) W. Edwards Deming
e) Chris Argyis

Answer: d

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

215) Which of the following is a true statement about total quality management (TQM)?

a) TQM focuses on applying quantitative management approaches to the production of goods and services.
b) It is a process of making a commitment to applying quality standards and principles to the way operations are managed in all parts of the organization.
c) TQM focuses on reducing the cost of production.
d) There is one best way to manage people and operations.
e) TQM is a method of determining how to best allocate scarce resources among competing uses.

Answer: b

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

216) Which of the following is true of total quality management (TQM)?

a) Quality principles are part of an organization's strategic objectives.
b) It is applied only to a few aspects of operations.
c) TQM applies exclusively to managers.
d) It applies to the inputs of a system.
e) Total quality management is a one-time improvement process.

Answer: a

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

217) Which of the following is a predominant principle of total quality management (TQM)?

a) contingency thinking
b) continuous improvement
c) quantitative analysis
d) progression principle
e) deficit principle

Answer: b

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

218) An ISO certification is a global indicator of the importance of

a) knowledge management.
b) evidence-based management.
c) total quality management.
d) quantitative analysis.
e) contingency thinking.

Answer: c

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

219) Operations and management services in organizations worldwide have adopted international quality standards known as

a) knowledge management.
b) continuous improvement.
c) ISO certification.
d) total quality management.
e) evidence-based management.

Answer: c

Learning Objective 2.3: Explain the core foundations of modern management theory and

practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

220) Human resource managers make hiring and firing decisions on substantive and empirically proven hard facts. Their decisions are based on

a) knowledge management.
b) evidence-based management.
c) quality management.
d) modern management.
e) management.

Answer: a

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

221) Which of the following best describes evidence-based management?

a) It is the process of using intellectual capital for competitive advantage.
b) It involves making decisions based on hard facts about what really works.
c) It is the use of large databases and mathematics to solve problems.
d) It is the science of reducing a task to its basic physical motions.
e) It emphasizes careful selection and training of workers and supervisory support.

Answer: b

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

222) Which of the following holds true for evidence-based management?

a) It does not use evidence from the local context.
b) An evaluation of the available research evidence is unnecessary.
c) It does not use "dangerous half-truths" as evidence.
d) The perspectives of those people affected by a decision are irrelevant.

e) Decisions made are not based on “hard facts.”

Answer: c

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom’s: Knowledge
Difficulty: Easy
AACSB: Analytic

223) Which of the following criteria is useful to determine a good scientific method?

a) Research question or problem remains unidentified.
b) Data are rigorously gathered, analyzed, and interpreted.
c) Hypothesis obtained are irrelevant as evidences.
d) No hypothesis is stated as an explanation.
e) research design is formed at the last stage of the conclusion.

Answer: b

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom’s: Comprehension
Difficulty: Medium
AACSB: Analytic

224) Which of the following are one of the four sources of information used in evidence-based management?

a) Clearly identified problem.
b) Practitioner expertise
c) Research found on Wikipedia
d) Mathematical forecasting
e) None of the above

Answer: b

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom’s: Comprehension
Difficulty: Medium
AACSB: Analytic

225) Adrian is worried about the factory’s consecutive decrease in profits due to the goods

that are damaged in the storehouse. This has increased production costs and in an attempt to tackle the problem, Adrian has set up a system of measuring the needs of clients and manufacturing the required number of products. Which of the following approaches has Adrian adopted?

a) mathematical forecasting
b) queuing theory
c) linear programming
d) inventory analysis
e) network models

Answer: d

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Reflective Thinking

226) Drew's team has published a quarterly report that shows a significant decline in sales regarding a particular retailer. Until now, the retailer has been a profitable customer for Drew's company. Drew needs to find the problem and deal with the situation quickly. In this situation, which of the following management styles would be most appropriate for Drew to adopt?

a) quality management
b) knowledge management
c) contingency thinking
d) networks model
e) linear programming

Answer: c

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Reflective Thinking

227) Brady, a manager at an online shopping company, wants to figure out a way for cost effective logistics. While a few suggestions have been made by colleagues, Brady wants to select only that technique that has proven to be effective according to hard facts. In this situation, which of the following approaches is being adopted by Brady?

a) evidence-based management
b) knowledge management

c) total quality management
d) contingency thinking
e) linear programming

Answer: a

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Reflective Thinking

Question type: Essay

228) What can be learned from classical management thinking?

Answer: The classical management approaches encompass scientific management, administrative principles, and bureaucratic organization. The basic assumption of the classical management approaches is that people are rational and are primarily driven by economic concerns.
The useful lessons from scientific management, as espoused by Frederick Taylor, are: make results-based compensation a performance incentive; carefully design jobs with efficient work methods; carefully select workers with the abilities to do these jobs; train workers to perform the jobs to the best of their abilities; and train supervisors to support workers so they can perform the jobs to the best of their abilities. In addition, the work of Frank and Lillian Gilbreth, also done within the scientific management tradition, provided a foundation for later advances in job simplification, work standards, and incentive wage plans.
The contributions of the administrative principles branch of the classical management approach are exemplified by the work of Henri Fayol and Mary Parker Follett. Henri Fayol developed rules and principles of management that served as guides to management practice. His rules of managerial foresight, organization, command, coordination, and control are similar to the modern planning, organizing, leading, and controlling functions of management. Fayol's scalar chain, unity of command, and unity of direction principles also served to guide management practice. Follett brought an understanding of groups and a deep commitment to human cooperation to her writings about businesses and other organizations. Her insights about groups and human cooperation include the following: groups are mechanisms through which individuals could combine their talents for a greater good; organizations should be viewed as communities in which managers and workers work in harmony; and the manager's job is to help organization members cooperate with one another and achieve an integration of interests. Follett's work also anticipated many modern management concepts and practices, including employee ownership, profit sharing, gain-sharing, systems concepts, managerial ethics, and corporate social responsibility.
Max Weber viewed bureaucracy as an ideal, intentionally rational, and very efficient form of organization founded on principles of logic, order, and legitimate authority. The characteristics of bureaucratic organizations include the following: a clear division of labour, a clear hierarchy of authority, formal rules and procedures, impersonality, and careers based on merit. Weber believed that by designing and operating organizations as bureaucracies,

productivity could be optimized.

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Analysis
Difficulty: Medium
AACSB: Reflective Thinking

229) What did the behavioural management approaches contribute to management thinking?

Answer: The basic assumption of the behavioural management approaches is that people are social and self-actualizing. These approaches include the Hawthorne studies, Maslow's theory of human needs, McGregor's Theory X and Theory Y, and Argyris's theory of adult personality. The key contribution of the Hawthorne studies is that people's feelings, attitudes, and relationships with co-workers influence their performance. Maslow's hierarchy of human needs suggests that managers who can help people satisfy their important needs at work will achieve productivity. Douglas McGregor, the developer of Theory X and Theory Y, argued that managers should devote more attention to people's social and self-actualizing needs at work. McGregor asserted that managers must shift their perspective from Theory X—a set of negative assumptions about human behaviour—to Theory Y—a set of positive assumptions about human behaviour. McGregor believed that managers who hold either set of assumptions can create self-fulfilling prophecies—that is, through their behaviour they can create situations where subordinates act to confirm the managers' original expectations. Theory Y assumptions are central to contemporary ideas about employee participation, involvement, empowerment, and self-management. Argyris argued that organizations were too often structured and operated in ways that were incongruous with the needs and characteristics of the adult personality. He maintained that implementation of classical management ideas such as the bureaucratic organization and Fayol's administrative principles would create conditions for psychological failure among the workers, create dependent and passive workers, cause workers to have little sense of control over their work environments, and undermine worker performance. To have high individual and organizational performance, Argyris advocated transforming organizations so they would be compatible with the capacities and characteristics of the adult personality.

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Analysis
Difficulty: Medium
AACSB: Reflective Thinking

230) Assume you are a manager working in one of today's Fortune 500 Companies. Discuss how you would try to influence workers' motivation using the classical approach to management. How would you try to influence workers' motivation using the behavioural management approach to management?

Answer: The students should draw on the material in their answers to the preceding two questions to address the applied issue in this question. The students should identify both the ideas they are using and how they are using them. The emphasis should be on the practical

application of these ideas.

Learning Objective 2.1: Describe the principal insights of classical management thinking.
Section Reference 2.1: Classical Management Approaches
Bloom's: Application
Difficulty: Medium
AACSB: Reflective Thinking

231) Outline and discuss the conclusions of the Hawthorne studies.

Answer: Elton Mayo and his colleagues conducted the Hawthorne studies and concluded that the new "social setting" created for workers in the test room made them want to do a good job. They shared pleasant social relations with one another and received lots of special attention that made them feel important. They were given a lot of information and were frequently asked for their opinions. Mayo's team concluded that good "human relations" in the test room seemed to result in higher productivity.

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

232) Explain the two underlying principles that form the basis for Maslow's theory of human needs.

Answer: Abraham Maslow described a need as a physiological or psychological deficiency a person feels the compulsion to satisfy, suggesting that needs create tensions that can influence a person's work attitudes and behaviours. Maslow's theory is based on two underlying principles. The first is the deficit principle—a satisfied need is not a motivator of behaviour. People act to satisfy "deprived" needs, those for which a satisfaction "deficit" exists. The second is the progression principle—the five needs exist in a hierarchy of "prepotency." A need at any level is activated only when the next-lower-level need is satisfied.

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

233) What are the two different assumptions that create a self-fulfilling prophecy?

Answer: Theory X and Theory Y are the two assumptions that create self-fulfilling prophecies. Managers with Theory X assumptions, for example, act in a very directive, command-and-control fashion that gives people little personal say over their work. These supervisory behaviours create passive, dependent, and reluctant subordinates, who tend to do only what they are told to or required to do. This reinforces the original Theory X viewpoint.

Management (Canadian) 5th edition Schermerhorn Test Bank

In contrast to Theory X, managers with Theory Y assumptions tend to behave in "participative" ways that allow subordinates more job involvement, freedom, and responsibility. This creates opportunities to satisfy esteem and self-actualization needs; workers tend to perform as expected with initiative and high performance.

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Knowledge
Difficulty: Easy
AACSB: Analytic

234) Is the following statement an underlying principle of Maslow's theory? "A need at any level is activated only when the next-lower-level need is satisfied." Explain why or why not.

Answer: Yes. The above statement is the progression principle of the Maslow's theory—the five needs exist in a hierarchy of "prepotency."
According to Maslow, people try to satisfy the five needs in sequence. They progress step by step from the lowest level in the hierarchy up to the highest. Along the way, a deprived need dominates individual attention and determines behaviour until it is satisfied. Then, the next-higher-level need is activated. At the level of self-actualization, the deficit and progression principles cease to operate.

Learning Objective 2.2: Identify key insights of the behavioural management approaches.
Section Reference 2.2: Behavioural Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic

235) Compare and contrast systems thinking and contingency thinking. Why are both types of thinking useful for managers in contemporary organizations?

Answer: Systems thinking views organizations as open systems that interact with their environment in a continual process of transforming resource inputs into product outputs. Systems thinking also views the organization as a collection of interrelated parts or subsystems that must function together to achieve a common purpose. Each subsystem needs to perform its tasks well and to work well with the other subsystems.
Contingency thinking tries to match managerial responses with the problems and opportunities unique to different situations, particularly those posed by individual and environmental differences. Contingency approaches to management assert that there is no one best way to manage. Instead, managers should understand individual and situational differences and respond to them in appropriate ways.
Systems thinking and contingency thinking recognize the realities of complex modern organizations and their interplay with dynamic and competitive global environments. Failure to embrace either systems thinking or contingency thinking undermines the effective management and leadership of organizations.

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.

Section Reference 2.3: Modern Management Approaches
Bloom's: Analysis
Difficulty: Medium
AACSB: Analytic

236) The core of an evidence-based management approach is the application of 'the scientific method' to the decision-making process. Define evidence-based management approach and describe the scientific method used in this approach.

Answer: Evidence-based management, or EBM, is defined as the process of making management decisions on "hard facts"- that is about what really works, rather than on "dangerous half-truths"- things that sound good but lack empirical substantiation. Evidence-based management proceeds from the premise that using better, deeper logic and employing facts to the extent possible permits leaders to do their jobs better. Evidence-based management is based on the belief that facing the hard facts about what works and what doesn't, understanding the dangerous half-truths that constitute so much conventional wisdom about management, and rejecting the total nonsense that too often passes for sound advice will help organizations perform better.
The scientific method is a well-established practice that refers to techniques for investigating phenomena, acquiring new knowledge, or correcting and integrating previous knowledge. To be termed scientific, a method of inquiry must be based on gathering observable, empirical and measurable evidence subject to specific principles of reasoning. It includes the following guidelines:
A research question or problem is identified.
One or more hypotheses, or possible explanations, are stated.
A research design is created to systematically test the hypotheses.
Data gathered through the research are analyzed and interpreted.
The hypotheses are accepted or rejected based upon the evidence.

Learning Objective 2.3: Explain the core foundations of modern management theory and practice.
Section Reference 2.3: Modern Management Approaches
Bloom's: Comprehension
Difficulty: Easy
AACSB: Analytic