Management 15th edition Schermerhorn Test Bank

SKU: 9781119802594-TEST-BANK

Package Title: Ch02 Testbank
Course Title: Schermerhorn, Management 15e
Chapter Number: 02 Management Learning Past to Present

Question type: True/False

1. The principles of scientific management were proposed by Frederick Taylor.

Answer: True

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

2. Coordination refers to providing and mobilizing resources to implement a plan.

Answer: False

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

3. Organization refers to providing and mobilizing resources to implement a plan.

Answer: True

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

4. Henri Fayol believed that management could be taught.

Answer: True

Learning Objective: 2.1
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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

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Answer: False

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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

Answer: True

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

7. Formal rules and procedures are one of the defining characteristics of Weber's bureaucratic organization.

Answer: True

Learning Objective: 2.1
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

8. The four administrative principles account for our rapidly changing work environments by modifying the earlier developed four functions of management.

Answer: False

Learning Objective: 2.1
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

9. The five administrative principles account for our rapidly changing work environments by modifying the earlier developed four functions of management.

Answer: True

Learning Objective: 2.1
Difficulty: Moderate
AACSB: Analytical thinking

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Bloom's Taxonomy: Knowledge

10. Behavioral management 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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

Answer: False

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

12. After a series of scientific tests called the Hawthorne Studies, Elton Mayo and his team of researchers concluded that new a "social setting" created for workers in a test room made workers want to do a good job.

Answer: True

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

13. 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
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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14. The Hawthorne effect is the tendency of persons singled out for special attention to perform as expected.

Answer: True

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

15. The Hawthorne studies show that "human relations" are irrelevant as long as a person wants to do a good job.

Answer: False

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

16. The Hawthorne studies show that "human relations" are result in higher productivity.

Answer: True

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

17. According to the deficit principle, a satisfied need is a motivator of behavior.

Answer: False

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

18. According to the deficit principle, a satisfied need does not motivate worker attitude and behavior.

Answer: True

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Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

19. According to the progression principle, a satisfied need does not motivate behavior.

Answer: False

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

20. According to Maslow's Theory of Human Needs, a satisfied need does not motivate behavior.

Answer: True

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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

Answer: False

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

22. Physiological needs and safety needs are lower-order needs in Maslow's hierarchy of human needs.

Answer: True

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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23. 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
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

24. 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

25. Managers holding Theory X 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: True

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

26. Managers who hold Theory Y assumptions cannot create self-fulfilling prophecies.

Answer: False

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

27. Managers who hold Theory X and Theory Y assumptions can create self-fulfilling prophecies.

Answer: True

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Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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

Answer: True

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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

Answer: True

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

30. 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
Difficulty: Moderate
AACSB: Application of knowledge
Bloom's Taxonomy: Application

31. 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
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

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32. People and technology are outputs in an open system.

Answer: False

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

33. People, technology, information, money, and supplies are inputs in an open system.

Answer: True

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

34. Goods and services are inputs in an open system.

Answer: False

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

35. Goods and services are outputs in an open system.

Answer: True

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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

Answer: True

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking

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Bloom's Taxonomy: Knowledge

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

Answer: True

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

38. Evidence-based management involves making decisions based on hard facts about what really works.

Answer: False

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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

Answer: False

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

Question type: Multiple Choice

40. Which of the following assumes that people at work 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. Behavioral management approach
E. Modern management approach

Answer: A

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Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

41. 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

42. Which of the following is a classical management approach?
A. Hawthorne studies
B. Human needs theory
C. Scientific management
D. Theory X
E. Theory Y

Answer: C

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

43. Which of the following is a classical management approach?
A. Bureaucratic organization
B. Hawthorne studies
C. Human needs theory
D. Theory X
E. Theory Y

Answer: C

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking

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Bloom's Taxonomy: Knowledge

44. _____ 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

45. 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

46. The primary goal of scientific management is to:
A. make decisions based on hard facts about what really works.
B. use large databases and mathematics to solve problems.
C. satisfy the physiological and psychological deficiencies of a person.
D. improve the productivity of people by careful selection and training.
E. make every employee an owner of a business organization.

Answer: D

Learning Objective: 2.1
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

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47. Pizza Bliss, a pizza delivery chain, assures delivery of pizza within half an hour of the placement of order. It employs various methods like specialization of work, motion study, and analysis of routes to make sure that an order reaches a customer in 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
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

48. Which of the following led to advances in the areas of leader-member communication and bureaucracy?
A. Administrative principles
B. Theory of human needs
C. Theory X
D. Theory Y
E. Motion study

Answer: A

Learning Objective: 2.1
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

49. _____ is to complete a plan of action for the future.
A. Foresight
B. Organization
C. Command
D. Coordination
E. Control

Answer: A

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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50. _____ is to provide and mobile resources to implement the plan.
A. Command
B. Control
C. Coordination
D. Foresight
E. Organization

Answer: E

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

51. _____ is to lead, select, and evaluate workers to get the best work toward the plan.
A. Command
B. Control
C. Coordination
D. Foresight
E. Organization

Answer: A

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

52. _____ is to fit diverse efforts together and to ensure information is shared and problem solved.
A. Command
B. Control
C. Coordination
D. Foresight
E. Organization

Answer: C

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

53. _____ is to make sure things happen according to plan and to take necessary corrective action.
A. Command

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B. Control
C. Coordination
D. Foresight
E. Organization

Answer: B

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

54. Which of the following best defines organization when thinking about the five administrative principles?
A. To complete a plan of action for the future
B. To provide and mobilize resources to implement a plan
C. To lead, select, and evaluate workers to get the best work toward a plan
D. To fit diverse efforts together and to ensure information is shared and problems are solved
E. To make sure things happen according to a plan and to take necessary corrective action

Answer: B

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

55. Which of the following best defines foresight when thinking about the five administrative principles?
A. To complete a plan of action for the future
B. To fit diverse efforts together and to ensure information is shared and problems are solved
C. To lead, select, and evaluate workers to get the best work toward a plan
D. To make sure things happen according to a plan and to take necessary corrective action
E. To provide and mobilize resources to implement a plan

Answer: A

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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56. Which of the following best defines command when thinking about the five administrative principles?
A. To complete a plan of action for the future
B. To fit diverse efforts together and to ensure information is shared and problems are solved
C. To lead, select, and evaluate workers to get the best work toward a plan
D. To make sure things happen according to a plan and to take necessary corrective action
E. To provide and mobilize resources to implement a plan

Answer: C

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

57. Which of the following best defines coordination when thinking about the five administrative principles?
A. To complete a plan of action for the future
B. To fit diverse efforts together and to ensure information is shared and problems are solved
C. To lead, select, and evaluate workers to get the best work toward a plan
D. To make sure things happen according to a plan and to take necessary corrective action
E. To provide and mobilize resources to implement a plan

Answer: B

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

58. Which of the following best defines control when thinking about the five administrative principles?
A. To complete a plan of action for the future
B. To fit diverse efforts together and to ensure information is shared and problems are solved
C. To lead, select, and evaluate workers to get the best work toward a plan
D. To make sure things happen according to a plan and to take necessary corrective action
E. To provide and mobilize resources to implement a plan

Answer: D

Learning Objective: 2.1

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Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

59. _____ 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

60. Managers of a company fit diverse efforts together. They ensure that information is shared and problems are solved. Which of the following management functions are they performing?
A. Foresight
B. Organization
C. Command
D. Coordination
E. Control

Answer: D

Learning Objective: 2.1
Difficulty: Moderate
AACSB: Interpersonal relations and teamwork
Bloom's Taxonomy: Comprehension

61. In a fresh 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. Hence, the manager intervenes and sets a common standard for both the teams. Which of the following management duties is the manager performing?
A. Control
B. Foresight
C. Coordination
D. Organization
E. Command

Answer: C

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Learning Objective: 2.1
Difficulty: Hard
AACSB: Application of Knowledge
Bloom's Taxonomy: Application

62. _____ 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

63. A manager employs five workers to produce a total of 36 units of a product per day. The manager soon realizes that the workers are able to produce only 30 units a day. The manager employs an additional worker to meet the set target. Which of the following duties of management is the manager performing while taking the corrective action?
A. Foresight
B. Organization
C. Command
D. Coordination
E. Control

Answer: E

Learning Objective: 2.1
Difficulty: Hard
AACSB: Application of Knowledge
Bloom's Taxonomy: Application

64. Which of the following is true of the scalar chain principle?
A. Each person should receive orders from only one boss.
B. One person should be in charge of all activities that have the same performance objective.
C. There should be a clear and unbroken line of communication from the top to the bottom in an organization.
D. Guidelines must be written and kept for historical record.
E. Workers should be selected and promoted on ability, competency, and performance.

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Answer: C

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

65. 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 the company neglect?
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
Difficulty: Moderate
AACSB: Application of Knowledge
Bloom's Taxonomy: Application

66. 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
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

67. Which of the following best pertains to clear division of labor when considering bureaucratic organizations?
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.

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C. Workers are selected and promoted on ability, competency, and performance, and managers are career employees of an organization.
D. Written guidelines direct behavior 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

68. Which of the following best pertains to impersonality when considering bureaucratic organizations?
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 behavior 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

69. Which of the following best pertains to clear hierarchy of authority when considering bureaucratic organizations?
A. Authority and responsibility are well defined for each position, and each position reports to a higher-level.
B. Jobs are well defined, and workers become highly skilled at performing them.
C. Rules and procedures are impartially and uniformly applied, with no one receiving preferential treatment.
D. Workers are selected and promoted on ability, competency, and performance, and managers are career employees of an organization.
E. Written guidelines direct behavior and decisions in jobs, and written files are kept for historical record.

Answer: A

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Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

70. Which of the following best pertains to formal rules and procedures when considering bureaucratic organizations?
A. Authority and responsibility are well defined for each position, and each position reports to a higher-level.
B. Jobs are well defined, and workers become highly skilled at performing them.
C. Rules and procedures are impartially and uniformly applied, with no one receiving preferential treatment.
D. Workers are selected and promoted on ability, competency, and performance, and managers are career employees of an organization.
E. Written guidelines direct behavior and decisions in jobs, and written files are kept for historical record.

Answer: E

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

71. Which of the following best pertains to careers based on merit when considering bureaucratic organizations?
A. Authority and responsibility are well defined for each position, and each position reports to a higher-level.
B. Jobs are well defined, and workers become highly skilled at performing them.
C. Rules and procedures are impartially and uniformly applied, with no one receiving preferential treatment.
D. Workers are selected and promoted on ability, competency, and performance, and managers are career employees of an organization.
E. Written guidelines direct behavior and decisions in jobs, and written files are kept for historical record.

Answer: D

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

72. At Infibeam Solutions, the workers under one manager are expected to follow specific timings for their shifts, and the workers under another manager are given the liberty of

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flexible timings. Which of the following characteristics of a bureaucracy has the company neglected?
A. Clear division of labor
B. Clear hierarchy of authority
C. Unity of direction
D. Careers based on merit
E. Impersonality

Answer: E

Learning Objective: 2.1
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

73. According to Max Weber, which of the following is an advantage of bureaucracy?
A. Relatively less paperwork
B. Flexibility in the face of shifting client needs
C. Reliability and stringency of discipline
D. Employee enthusiasm
E. Speed in handling problems

Answer: C

Learning Objective: 2.1
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

74. Which of the following is a disadvantage of bureaucracy when considering the way that it is applied in organizations?
A. A privileged social status
B. Unclear division of labor
C. Excessive paperwork
D. Illogical promotions
E. Absence of written guidelines

Answer: C

Learning Objective: 2.1
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

75. The _____ approaches assume that people are social and self-actualizing, enjoy social relationships, respond to group pressures, and search for personal fulfillment.

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A. classical
B. scientific management
C. contingency thinking
D. behavioral
E. modern

Answer: D

Learning Objective: 2.2
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

76. _____ were listed first on Charles Clinton Spaulding's "eight necessities" of management.
A. Adequate capital and advertising budget
B. Conflict resolution and adequate manpower
C. Cooperation and teamwork
D. Division of labor and formal rules and regulations
E. Authority and responsibility

Answer: C

Learning Objective: 2.2
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

77. Which of the following is true of Follett's view on organizations?
A. She viewed organizations as communities in which managers and workers should work in harmony.
B. She warned against the dangers of less hierarchy.
C. She supported the idea of managers dominating workers.
D. She propagated the idea of workers working individually, rather than in a group.
E. She believed that it was not a manager's job to help people cooperate with one another.

Answer: A

Learning Objective: 2.2
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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

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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
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

79. Which of the following management theories advocates managerial ethics, corporate social responsibility, and shared value?
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
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

80. A manager wishes to implement the conclusions of the Hawthorne studies in the organization. To do so, she should:
A. create written guidelines for workers.
B. implement division of labor 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
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

81. A manager finds out that the productivity of workers has declined. To address this problem, the manager creates a new social setting for the workers, where they share pleasant

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social relations with one another and receive special attention from the supervisor. The manager has implemented lessons from _____ to improve the productivity of her workers.
A. the scientific management theory
B. the theory of employer needs
C. Theory X and Theory Y
D. the Hawthorne studies
E. Fayol's administrative principles

Answer: D

Learning Objective: 2.2
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

82. According to Mayo's research team, _____ in a test room was/were the primary causes of higher productivity.
A. economic incentives
B. good human relations
C. scientific management
D. adequate rest pauses
E. timely measurement of production

Answer: B

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

83. Which of the following theories proposes that the social setting 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

84. Which of the following best describes the Hawthorne effect?

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A. It refers to the tendency of people who are singled out for special attention to perform as anticipated because of expectations created by the situation.
B. It implies that satisfied need does not motivate behavior.
C. It refers to a need that is activated only when the next-lower-level need is satisfied.
D. It implies that people dislike work, lack ambition, act irresponsibly, and prefer to be led.
E. It implies that people are willing to work, like responsibility, and are self-directed and creative.

Answer: A

Learning Objective: 2.2
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

85. 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 behavior.

Answer: E

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

86. Klark, an employee of Relkins & Sons Ltd., earns a good compensation, owns a house, has a stable job, and is close to his family and friends. He has been recognized as a good manager, respected by his subordinates, and has mastered his managerial skills. His company offers to pay his house rent if he negotiates a deal with a particular client. This offer fails to motivate him. Which of the following principles explains Klark's behavior?
A. Movement principle
B. Principle of motion study
C. Deficit principle
D. Hawthorne effect
E. Self-fulfilling prophecy

Answer: C

Learning Objective: 2.2
Difficulty: Hard
AACSB: Application of Knowledge

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Bloom's Taxonomy: Application

87. 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

88. 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

89. 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 does not motivate behavior.

Answer: A

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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90. Fenhua works in a company where he receives minimum wages. He does not have sufficient money to pay his medical bills. His manager offers to award him with a "Best Worker" certificate if he increases his productivity. This offer fails to motivate him. Which of the following explains Leonard's behavior?
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
Difficulty: Hard
AACSB: Application of Knowledge
Bloom's Taxonomy: Application

91. Recognition is an example of:
A. safety needs.
B. esteem needs.
C. self-actualization needs.
D. physiological needs.
E. social needs.

Answer: B

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

92. Which of the following matches correctly?
A. Affection—Esteem needs
B. Protection—Self-actualization needs
C. Prestige—Safety needs
D. Physical well-being—Physiological needs
E. Mastery—Social needs

Answer: D

Learning Objective: 2.2
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

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93. 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

94. The CEO of Charter & Co. has a good compensation, a house, a family, and many friends. The CEO is respected by employees and is recognized as an efficient manager. Now, the CEO wants to start a new company. Which of the following needs is the CEO responding to?
A. Social needs
B. Esteem needs
C. Physiological needs
D. Self-actualization needs
E. Safety needs

Answer: D

Learning Objective: 2.2
Difficulty: Moderate
AACSB: Application of Knowledge
Bloom's Taxonomy: Application

95. Workers of a company earn wages that provide good food, shelter, and a good standard of living. According to the progression principle, which of the following needs is most likely to motivate these workers next?
A. Recognition
B. Mastery
C. Protection
D. Self-fulfillment
E. Affection

Answer: E

Learning Objective: 2.2
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

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96. Workers of a company are motivated by the need for security, protection, and stability in the events of day-to-day 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: A

Learning Objective: 2.2
Difficulty: Moderate
AACSB: Application of knowledge
Bloom's Taxonomy: Application

97. At the level of _____ 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

98. Sita 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 Sita 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
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

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99. According to McGregor's Theory X, _____.
A. people are social and self-actualizing
B. a satisfied need does not motivate behavior
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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

100. 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 behavior
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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

101. Which of the following is true of a self-fulfilling prophecy?
A. It does not occur to managers who hold Theory X assumptions.
B. It occurs when a person acts in ways that confirm the person's expectations.
C. It does not occur to managers who hold Theory Y assumptions.
D. It is the tendency of persons 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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102. Cooper is a manager who assumes that his employees dislike work and act irresponsibly. He tries to command and control his workers in every possible way. 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
Difficulty: Moderate
AACSB: Application of knowledge
Bloom's Taxonomy: Application

103. Margaret is a manager who assumes that her workers are willing to perform well, like responsibility, and are self-directed. She encourages them to be more involved in their jobs and grants them reasonable freedom. Margaret's subordinates are most likely to:
A. act passively.
B. become dependent.
C. perform reluctantly.
D. perform irresponsibly.
E. take initiative.

Answer: E

Learning Objective: 2.2
Difficulty: Moderate
AACSB: Application of knowledge
Bloom's Taxonomy: Application

104. Which of the following is TRUE of managers with Theory X and Theory Y assumptions?
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
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

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105. According to 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

106. 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
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

107. Argyris's theory of adult personality differs from the scientific management theory in that Argyris's theory:
A. develops rules of motion.
B. develops a clear and consistent approach to work.
C. proposes excessive supervision of employees.
D. uses the concept of "time study" to improve efficiency.
E. criticizes the principle of specialization.

Answer: E

Learning Objective: 2.2
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

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108. 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
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

109. 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
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

110. _____ 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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111. 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
Difficulty: Moderate
AACSB: Analytic thinking
Bloom's Taxonomy: Comprehension

112. A food chain is getting 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 and in a way that minimizes both customer waiting 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
Difficulty: Moderate
AACSB: Analytic thinking
Bloom's Taxonomy: Comprehension

113. _____ 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
Difficulty: Easy

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AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

114. 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 production among different machines.
E. It breaks large tasks into smaller components and diagrams them in step-by-step sequences.

Answer: D

Learning Objective: 2.3
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

115. 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 production among different machines.
E. break large tasks into smaller components and diagram them in step-by-step sequences.

Answer: E

Learning Objective: 2.3
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

116. _____ allow project managers to analyze, plan, and control timetables for the completion of activity sub-sets.
A. Linear programming
B. Bureaucracy
C. Network models
D. Queuing theory
E. Inventory analysis

Answer: C

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Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

117. A _____ is a collection of interrelated parts working together for a purpose.
A. contingency
B. system
C. motion study
D. cost center
E. safety need

Answer: B

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

118. 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

119. 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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120. _____ 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

121. 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

122. From a contingency perspective, a tight 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
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

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123. _____ 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
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

124. Which of the following is true of TQM?
A. It makes quality principles part of an organization's strategic objectives.
B. It is applied only to a few aspects of operations.
C. It applies exclusively to managers.
D. It applies to the inputs of a system.
E. It is a one-time improvement process.

Answer: A

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

125. Which of the following is a predominant principle of total quality management?
A. Contingency thinking
B. Continuous improvement
C. Quantitative analysis
D. Progression principle
E. Deficit principle

Answer: B

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

126. An ISO certification is a global indicator of the importance of:
A. knowledge management.
B. evidence-based management.

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C. total quality management.
D. quantitative analysis.
E. contingency thinking.

Answer: C

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

127. 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
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

128. Which of the following holds true for evidence-based management?
A. It focuses on evidence from the local context.
B. External 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. It does not make decisions based on "hard facts."

Answer: C

Learning Objective: 2.3
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

129. 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 evidence.
D. No hypothesis is stated as an explanation.
E. A research design is formed at the last stage of the conclusion.

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Answer: B

Learning Objective: 2.3
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

130. 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, the CEO has adopted a scheme in which employees are offered shares of the company. Which managerial theory does the CEO 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: 2.1
Difficulty: Moderate
AACSB: Application of knowledge
Bloom's Taxonomy: Application

131. Chima was chosen as the assistant manager because of his skill to manage employees and work out solutions for emerging problems. In his organization, jobs are well defined, and employees become experts at what they do. There is a formal chain of command, yet there is no favoritism. According to this information, choose the approach to management that has been adopted by Chima's 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
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

132. Jamie Reymont, the founder of Reymont Public School, set multiple guidelines and rules about each governing body and the hierarchical structure. The organization has a system to ensure that crucial information reaches all stakeholders in the organization. This has helped

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in the smooth functioning of the school and avoided managerial overrides. Which of the following principles has 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
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

133. Marta and her team of tailoring workers were put on an experimental task to see if a particular amount of work could be achieved in a week. The team worked as expected and completed the given amount of work in the given time. The members of the group were rated high on cohesiveness, and the coworkers were influenced by the energy of a few enthusiastic workers in the group. Which of the following does this behavior demonstrate?
A. Scalar chain of principle
B. Hawthorne effect
C. Deficit principle
D. Progression principle
E. Self-concordance

Answer: B

Learning Objective: 2.2
Difficulty: Hard
AACSB: Application of Knowledge
Bloom's Taxonomy: Application

134. Which of the following employees can be categorized under McGregor's Theory Y?
A. Kang accepts her new role as a manager and strives to fulfill her responsibilities.
B. Samay limits his imaginative skills, which results in his underperformance.
C. Hadiza is resistant and rigid to her new work environment.
D. Chen depends on his manager for direction and support.
E. Cathleen refuses to delegate work to her subordinates.

Answer: A

Learning Objective: 2.2
Difficulty: Hard
AACSB: Application of Knowledge
Bloom's Taxonomy: Application

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135. Derek, a 36-year-old bachelor, works for a security company. His employer has provided him with living quarters along with the minimum wage he receives. He doesn't have any close friends or family. According to Maslow's progression principle, which of the following needs of Derek is being fulfilled at present?
A. Physiological needs
B. Achievement needs
C. Social needs
D. Esteem needs
E. Self-actualization needs

Answer: A

Learning Objective: 2.2
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

136. Mr. Wang believes in Argyris's theory of adult personality. He does not weigh down his subordinates, nor does he discriminates them by their age or intelligence. He does not limit their opinions, but rather encourages them to define their own strategies and goals. What is the reason for this approach of Mr. Wang?
A. A satisfied need does not fail to motivate behavior.
B. Limitations cause psychological failure.
C. It creates a clear hierarchy of authority.
D. Limitations to self-actualization opportunities increase productivity.
E. It adheres to the unity of direction principle.

Answer: B

Learning Objective: 2.2
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

137. Adrian is worried about his factory's consecutive decrease in profits due to the goods that are damaged in the storehouse. This has increased his cost of factors of production. In an attempt to tackle the problem, he has set up a system of measuring the needs of his 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

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Learning Objective: 2.3
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

138. Hong'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 Hong's company. Hong needs to find out the problem and deal with the situation quickly. In this situation, which of the following management styles would be most appropriate for Hong to adopt?
A. Quality management
B. Knowledge management
C. Contingency thinking
D. Networks model
E. Linear programming

Answer: C

Learning Objective: 2.3
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

139. Rajiv, 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 his colleagues, Rajiv wants to select only that technique that has been proved to be effective according to hard facts. In this situation, which of the following approaches is being adopted by Rajiv?
A. Evidence-based management
B. Knowledge management
C. Total quality management
D. Contingency thinking
E. Linear programming

Answer: A

Learning Objective: 2.3
Difficulty: Hard
AACSB: Application of knowledge
Bloom's Taxonomy: Application

Question type: Text Entry

140. ____ management emphasizes careful alignment of worker training, incentives, and supervisory support with job requirements.

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Answer: Scientific

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

141. A(n) ____ study is the science of reducing a task to its basic physical motions.

Answer: Motion

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

142. A(n) _____ is a rational and efficient form of organization founded on logic, order, and legitimate authority.

Answer: bureaucracy

Learning Objective: 2.1
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

143. Organizational ____ is the study of individuals and groups in organizations.

Answer: behavior

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

144. The ____ effect is the tendency of persons singled out for special attention to perform as expected.

Answer: Hawthorne

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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145. A need is a physiological or psychological _____ that a person feels compelled to satisfy.

Answer: deficiency

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

146. According to the ____ principle, a satisfied need does not motivate behavior.

Answer: deficit

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

147. According to the progression principle, a need is activated only when the next-lower-level need is _____.

Answer: satisfied

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

148. Theory _ assumes people dislike work, lack ambition, act irresponsibly, and prefer to be led.

Answer: X

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

149. Theory ___ assumes people are willing to work, like responsibility, and are self-directed and creative.

Answer: Y

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Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

150. A self-fulfilling prophecy occurs when a person acts in ways that confirm another's _____.

Answer: expectations, expectation

Learning Objective: 2.2
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

151. Data analytics is the ____ analysis of large databases to solve problems and make informed decisions.

Answer: systematic

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

152. A(n) ____ is a collection of interrelated parts working together for a purpose.

Answer: system

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

153. A(n) ____ is a smaller component of a larger system.

Answer: subsystem, sub-system

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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154. A(n) ____ system interacts with its environment and transforms resource inputs into outputs.

Answer: open

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

155. _____ thinking tries to match management practices with situational demands.

Answer: Contingency

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

156. Total ____ management is an organization-wide commitment to continuous improvement, product quality, and customer needs.

Answer: quality

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

157. Continuous improvement involves searching for ____ ways to improve work quality and performance.

Answer: new

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

158. ____ certification indicates conformance with a rigorous set of international quality standards.

Answer: ISO or International Standards Organization

Learning Objective: 2.3

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Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

159. ____ management involves making decisions based on hard facts about what really works.

Answer: Evidence-based, Evidence based

Learning Objective: 2.3
Difficulty: Easy
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

Question type: Essay

160. List and describe the three major classical approaches.

Answer: Frederick Taylor developed scientific management which states that the principal object of management should be to secure maximum prosperity for the employer, coupled with the maximum prosperity for the employee. (KEY: the students should state that there is a way to find out the best way to do a job through scientific management and then hire workers who can do this, train them, and give managers the tools to guide them). Henri Fayol developed the administrative principles which are the supporting foundation for the four functions of management and emphasize that management can be taught and provides guidelines for how communication, organization, and authority should work. Max Weber developed the concept of bureaucratic organizations which states that organizations should be intentionally rational and very efficient (KEY: the students should state that everything should be based on qualifications not on favoritism).

Learning Objective: 2.2
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

161. Explain the conclusion 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

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Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Comprehension

162. 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 behaviors. Maslow's theory is based on two underlying principles. The first is the deficit principle—a satisfied need is not a motivator of behavior. 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
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

163. 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 behaviors 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. 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
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

164. Discuss organizations as systems.

Answer: Organizations have long been described as cooperative systems that achieve great things by combining resources and the contributions of many individuals to achieve a common purpose. But the reality is that cooperation among the many people and parts is often imperfect and can be improved. That is why it's important to understand the full complexity of an organization as a system of interrelated parts or subsystems that work together to achieve a common purpose. It is helpful to view organizations as open systems that interact with their environment in a continual process of transforming inputs—people,

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technology, information, money, and supplies—into outputs—goods and services for their customers and clients.

Learning Objective: 2.3
Difficulty: Moderate
AACSB: Analytical thinking
Bloom's Taxonomy: Knowledge

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